

# ADOPTED BUDGET FY 2010-11



Chula Vista, California







# ADOPTED BUDGET FISCAL YEAR 2010-11

**CHERYL COX**  
**MAYOR**

**PAMELA BENSOUSSAN**  
**COUNCILMEMBER**

**STEVE CASTANEDA**  
**COUNCILMEMBER**

**JOHN MCCANN**  
**COUNCILMEMBER**

**RUDY RAMIREZ**  
**COUNCILMEMBER**

**JAMES D. SANDOVAL**  
**City Manager**

**DONNA NORRIS**  
**City Clerk**

**BART MIESFELD**  
**City Attorney**





## **ADMINISTRATION**

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James D. Sandoval  
Scott Tulloch  
Gary Halbert

City Manager  
Assistant City Manager  
Assistant City Manager

## **DIRECTORS**

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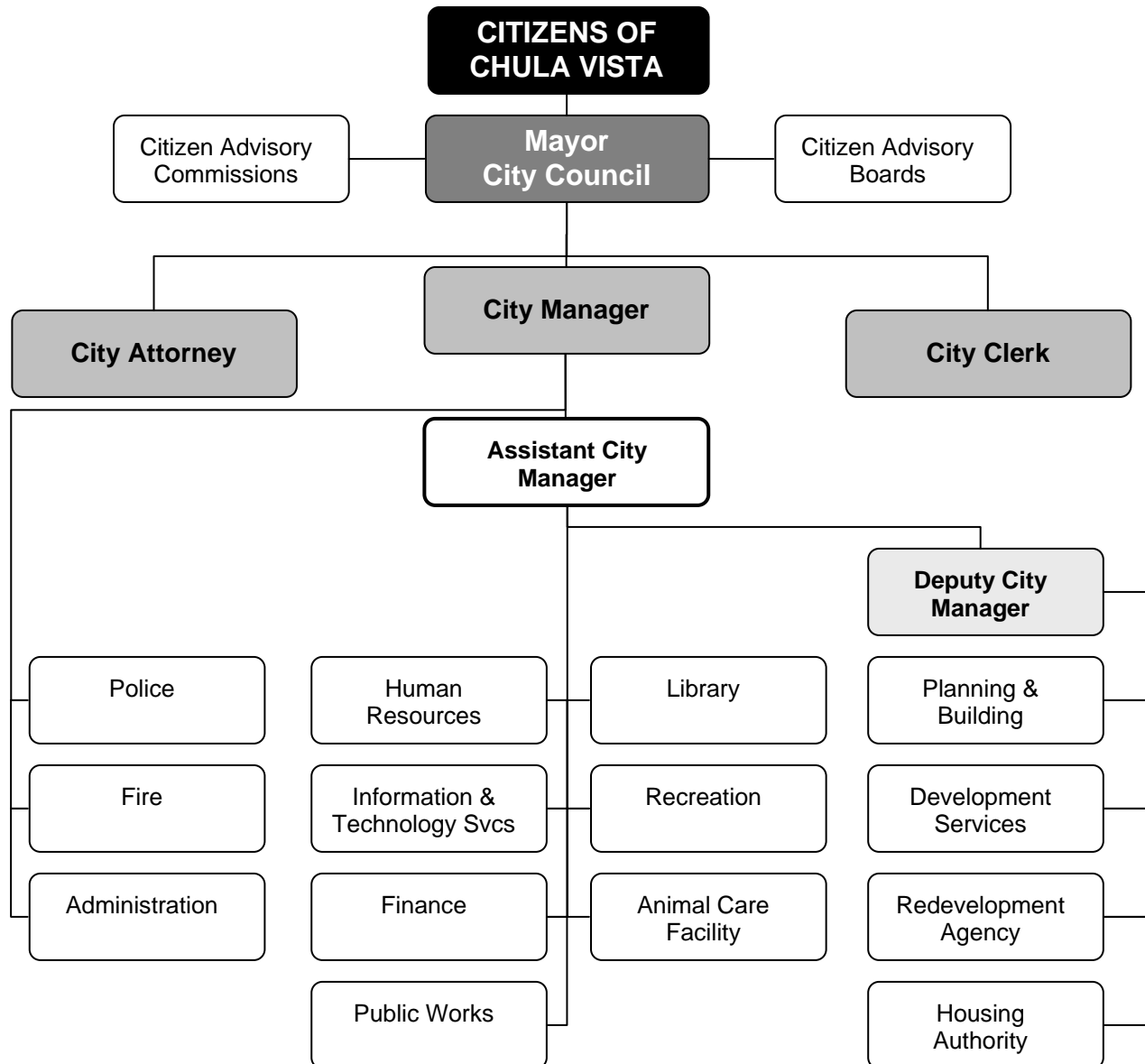
Michael Meacham  
Maria Kachadoorian  
Dave Hanneman  
Kelley Bacon  
Louie Vignapiano  
Betty Waznis  
David Bejarano  
Richard Hopkins  
Buck Martin

Director of Conservation and Environmental Services  
Director of Finance  
Fire Chief  
Director of Human Resources  
Director of Information Technology Services  
Director of Library  
Chief of Police  
Director of Public Works  
Director of Recreation





## ORGANIZATION CHART







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# DOCUMENT GUIDE

The budget document is organized in a manner to facilitate a general understanding of the City's fiscal status, to present management's assessment of major issues and, finally, to present the plan for allocating resources to address those issues during the coming fiscal year. The budget document is organized as follows: Budget Message, General Fund Summary, Other Funds, Capital Improvement Program, Summary Tables, and Appendix.

## **BUDGET MESSAGE**

This section provides an executive summary of the City's all funds budget, outlines major fiscal issues confronting the City, summarizes the region's economic outlook, and highlights significant budgetary changes for fiscal year 2010-11. It also highlights the sources and uses of funds and provides information on the General Fund reserves. A summary of staffing changes is provided at the end of this section.

## **GENERAL FUND**

The General Fund budget funds the day-to-day operations of most city services. This section of the document provides an overview of General Fund revenues and expenditures, staffing changes, and budgetary trends. This section is followed by Department Summary reports that include departmental mission statements, organizational charts, key goals, operating budgets, and key performance metrics.

## **OTHER FUNDS**

In order to facilitate understanding of the different funding sources, this portion of the document has been organized into the following categories: Development Services Fund, Redevelopment and Housing Funds, Sewer Funds, Transit Funds, Fleet Fund, Capital Project Funds, Debt Service Funds, and Other Funds. Detailed descriptions, funding and staffing levels are provided for each

fund. Due to various legal restrictions these funds are limited in their uses and generally cannot be applied to fund day-to-day operations such as Police and Fire services.

#### **CAPITAL IMPROVEMENT PROGRAM**

This section provides an overview of the City's Capital Improvement Program for the coming fiscal year. The Capital Improvement Program accounts for the acquisition, rehabilitation, or construction of major capital facilities, infrastructure, or equipment. Information regarding recommended funding for new or existing capital improvement projects is organized by project type. More detailed information about each capital project, including project area maps, project status, expenditures to date, current year appropriations, and future funding, can be found in the Capital Improvement Program budget document.

#### **SUMMARY TABLES AND APPENDIX**

The summary tables provide a quick way to view budget allocations by department (or fund) and expenditure category, revenues by fund and type, projected fund balances by fund, and Council authorized positions by department. The appendix contains supplementary information on a variety of topics including an overview of the budget development process along with relevant timelines and milestones, fiscal and investment policies, debt administration, and a glossary of finance and budget terms.



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# A D O P T E D   B U D G E T

## BUDGET MESSAGE

Transmittal Memo

Economic Overview

Summary of Staffing Changes

Chula Vista at a Glance

# FISCAL YEAR 2011



**JULY 1, 2010**

**HONORABLE MAYOR AND MEMBERS OF THE CITY COUNCIL**

I am pleased to present the operating and capital improvement program for fiscal year 2010-11. The adopted General Fund budget presented herein results in a balanced budget for fiscal year 2010-11. The development of a balanced General Fund budget was challenging as early projections identified a budget shortfall of \$10.9 million. In order to avoid additional service level impacts and employee layoffs, the proposed budget reflects the use of \$9.6 million in one-time revenues through a loan repayment from the Redevelopment Agency to the General Fund. The remaining \$1.3 million deficit was closed through departmental expenditure reductions and to a lesser degree the identification of new revenues.

The use of one-time revenues affords the City the opportunity to continue to monitor economic trends and to develop a long-term financial strategy to position the City to operate in a manner that is financially sustainable. Chula Vista has been severely impacted by the national economic recession and has over the last several years made significant budget reductions in order to keep expenditures in line with deteriorating revenues. Since fiscal year 2007, the City has scaled back or eliminated various City programs and has eliminated 259 permanent positions. The elimination of these positions has impacted every City department and each one of the City's bargaining groups. Service impacts resulting from prior budget balancing processes include the transition of the operation of the Nature Center to a non-profit organization, elimination of City funding for after school programs (STRETCH and DASH) programs, reduced hours of operation and programming at libraries and recreation centers, reduced street and park maintenance, reduced Police Investigations staffing, elimination of the Police Community Relations Unit, and reduced Code Enforcement staffing. While these reductions have been difficult, they were necessary in order to balance the budget. Under the continued leadership of the City Council the City has stabilized reserve levels despite facing severe economic challenges.

**CHULA VISTA FORECAST**

Although there are signs of moderate economic recovery, it is very incremental. The City continues to experience declines in its major revenue sources. These declines are primarily due to the continued

impacts of the economic downturn in the housing and retail markets. The Five Year Forecast for Fiscal Years 2011 to 2015 indicates that we still have some challenges ahead of us. In order to meet these challenges, we will continue to implement the Chula Vista Fiscal Health Plan that was endorsed by the City Council in January 2009. The Chula Vista Fiscal Health Plan is the blueprint that will move the City back to a long-term strong financial standing; it focuses on the following four components: Expenditure Cuts, Increase/Protect Revenues, Economic Development, and Budget and Fiscal Reforms.

**Expenditure Cuts** – The City began making significant expenditure cuts in fiscal year 2006-07 and has continued to do so in order to mitigate potential impacts to reserves. During fiscal year 2010-11, I will continue to work collaboratively with department heads, City staff, and the City's bargaining groups to identify ways to reduce costs and streamline City operations in order make sure we spend within our means.

**Increase/Protect Revenues** –In the coming year the City will consider a number of revenue related actions. On June 8, 2010 the City Council approved Phase I of the update to the City's Master Fee Schedule, the first comprehensive review of the Master Fee Schedule since 1993. Phase II is currently underway as is expected to be presented to Council in late Summer, while Phase III will be considered by the Council in Spring 2011. Later this year, voters will be asked to consider a measure updating the City's Utility Users Tax (UUT) ordinance to reflect technological changes in the telecommunications industry. Approval of the ordinance will protect existing general tax revenues, which is critical to helping stabilize General Fund revenues. The City will continue to search for possible funding solutions for the City's storm drain maintenance program. Likely solutions to be considered include a combination of user fees and an increase in the City's Storm Drain fee. The City will also focus on developing a strategy to encourage Chula Vista residents to shop in Chula Vista and to improve business-to-business sales thereby increasing the City's sales tax revenue base.

**Economic Development** – A critical element towards the City's long-term fiscal health is the continued development and diversification of the City's revenue base. Potential future growth areas include sales tax and transient occupancy tax from new and expanded commercial development in the City's bay front and through a Western Chula Vista Revitalization Program. Development of the Millenia project, (formerly known as the Eastern Urban Center) and the University and Technology Park will contribute towards the City's long-term fiscal stability by providing high paying local jobs.

**Budget and Fiscal Reforms** - Over the past year the City Council has adopted a number of prudent fiscal policies, including a new reserves policy. Staff has also adopted new practices to make our budget more transparent and to further highlight the impact of spending decisions. During the next few



months we will begin development of a long-term financial strategy, which will help identify ongoing budget balancing options that are financially and operationally sustainable.

It is my firm belief that despite our current budgetary challenges, the City of Chula Vista has a bright future. Chula Vista has several major economic development projects that put us in a unique position of being able to pursue projects that will significantly expand the City's economic base. These projects include the Millenia project, the University Park and Research Center, and the development of the bay front.

## GENERAL FUND RESERVES

In November 2009, the City Council approved a resolution updating the City's Reserve Policy as part of the implementation of the Fiscal Health Plan. The new reserve policy:

- Provides updated guidelines for the use of reserves
- Sets a new long-term goal for a higher General Fund Reserve level, from 8% to 15%
- Includes the establishment of two new reserve funds - the Economic Contingency Reserve and the Catastrophic Event Reserve

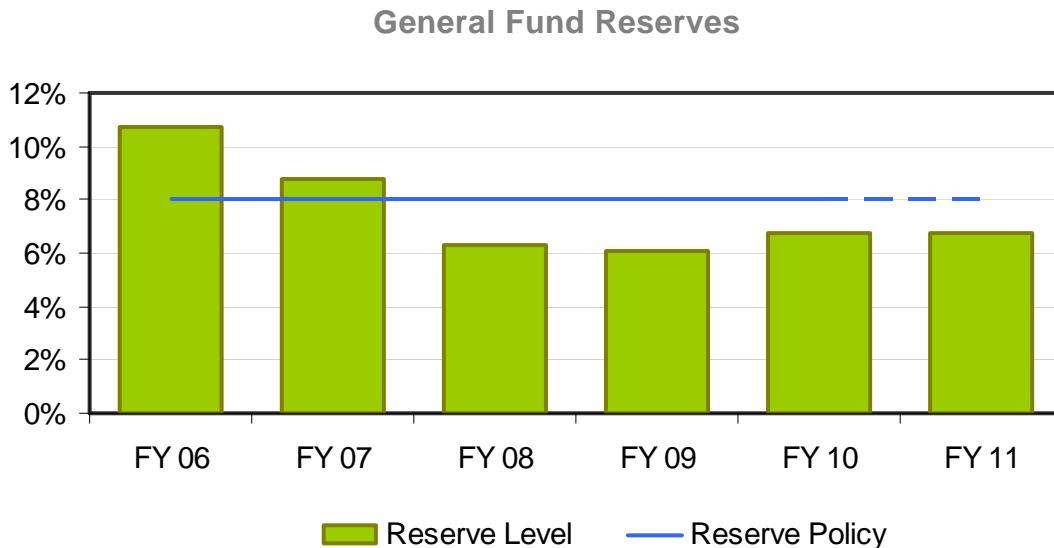
Once fully implemented the new General Fund Reserve policy would require higher reserve levels, which would help to mitigate the negative impact on revenues from economic fluctuations, position the City to withstand State budget grabs, and provide a resource to fund unforeseen expenditure requirements. The following table provides a comparison of the former reserve policy to the updated reserve policy as applied to the fiscal year 2010-11 spending plan.

### General Fund Reserve Policy

Description	Projected Reserves		
	06/30/2010	Former Policy	Updated Policy
General Fund Operating Reserve	6.7%	8.0%	15.0%
Economic Contingency Reserve	0%	0%	5.0%
Emergency Service Reserve	0%	0%	3.0%
Total Percent Reserve	6.7%	8.0%	23.0%
<b>Total Reserves</b>	<b>\$ 9,337,000</b>	<b>\$10,658,482</b>	<b>\$30,643,135</b>

Approval of an updated reserve policy was an important step towards improving the financial standing of the City. However, due to the continued impacts of the economic recession, the adopted fiscal year 2010-11 budget does not reflect an increase in reserve levels. The Third Quarter Financial Report indicates that the General Fund reserves will remain at \$9.3 million. Reserve levels have stabilized as

the City has implemented significant budget reduction measures to mitigate the negative impacts to General Fund reserves. Over the past few years, budget reduction measures have included a reduction in City services and programs, reduced staffing, and the implementation of an administrative freeze on all non-essential expenditures. The following chart depicts the General Fund reserves since fiscal year 2005-06.



## ALL FUNDS BUDGET OVERVIEW

Detailed descriptions, funding, and staffing levels are provided for each fund under the corresponding fund section in this document. To follow is an overview of all City Funds.

The combined revenue budget for All Funds totals \$304.6 million; including \$71.0 million in inter fund transfers. Revenues for fiscal year 2010-11 are projected to increase approximately 2% when compared to fiscal year 2009-10. Transfers In From Other Funds (23.3 %) represents the largest revenue source. It accounts for various inter-fund transfers such as the loan repayment from the RDA to the General Fund and the loan from the Eastern Park Acquisition and Development (PAD) fund to the Western PAD fund for the purchase of the lower Sweetwater parkland. Other Local Taxes represents the next largest revenue source and represents 15.8% of the all funds budget; this category includes sales tax, franchise, utility, and business licenses taxes, as well transient occupancy taxes. Charges for Services (15.7 %) represents the next largest revenue category, followed by Revenue from Other Agencies (14.2 %), Property Taxes (12.7%), Other Revenue (10.5%), Use of Money (5.5%), Fines, Forfeitures, and Penalties (0.9%), Development Impact Fees (0.7%) and Licenses and Permits (0.7%).

When comparing the fiscal year 2009-10 projected revenues to the fiscal year 2010-11 adopted budget, the largest change in revenue is occurring in the Revenue from Other Agencies category (a reduction of \$14.3 million). This revenue source includes funds from other agencies including federal and state grants. This decrease largely reflects the following reductions: Other Transportation Program Fund (\$5.1 million), Prop 1B Highway Safety Fund (\$3.4 million), and the Police Grants Fund (\$1.3 million); changes to various other funds net to a reduction of \$4.5 million. Reduced grant revenues are offset by reduced program and project expenditures. The next largest change is in the Use of Money revenue category, which reflects an increase of \$13.3 million. This increase reflects the revenue from the sale of the lower Sweetwater property in the South West/Towne Center II/Otay Valley Fund (\$9.6 million) and a portion of the loan repayment from the RDA to the General Fund (\$4.5 million) offset by decreases in various other funds totaling \$0.8 million. The Transfers In revenue category reflects an increase of \$13.0 million; this category accounts for inter-fund transfers for debt service payments and inter-fund loans. The single largest increase (\$10.2 million) in this revenue category is the transfer from the Eastern Park Acquisition and Development (PAD) Fund to the Western Park Acquisition and Development Fund. This transfer reflects the loan from the Eastern PAD to the Western PAD and establishes the initial fund balance for the Western PAD fund.

The Schedule of Revenues report, included in the Summary Tables section, reflects the projected revenues for fiscal year 2010-11 at the fund and revenue type level.

The combined expenditure budget for all City funds totals \$326.3 million; \$71.0 million represents inter fund transfers. This amount includes a General Fund budget of \$133.2 million and a Capital Improvement Program (CIP) budget of \$21.8 million. Personnel Services (36.7%) represents the largest expenditure category. Transfers Out (21.8%) represents the next largest expenditure category followed by Services and Supplies (17.2%) Other Expenses (9.9%), Capital Improvement Project Expenditures (6.7%), Capital Expenses (3.8%), Utilities (2.5%), and Other Project Expenditures (1.4%).

The Recommended Expenditures by Department and Category report is included in the Summary Tables section of this document.

When comparing the fiscal year 2009-10 projected expenditures to the fiscal year 2010-11 adopted budget, the largest change in expenditures is occurring in the Transfers Out category. The single largest increase (\$11.8 million) in this expenditure category is in the South West/Towne Center II/Otay Valley Fund, which reflects the increase in the Redevelopment Agency loan repayment to the General Fund and the transfers out for the Southwest tax agreement. The Capital expenses category reflects an increase of \$8.7 million, this increase reflects the expenditures related to the purchase of the lower

Sweetwater Property in the Western PAD Fund (\$9.6 million) offset by various reductions in other funds totaling \$0.9 million. The Supplies and Services category reflects a net increase of \$4.6 million. This increase largely reflects an increase of \$5.0 million due to a revised cost accounting procedure that was incorporated into the fiscal year 2010-11 budget. This procedure requires that Chula Vista Transit record its portion of transportation revenue and costs as part of the Memorandum of Understanding with the Metropolitan Transit System for the provision of transit services. The increase in Transit is offset by changes in various other funds that net to a reduction of \$0.4 million in Supplies and Services expenses.

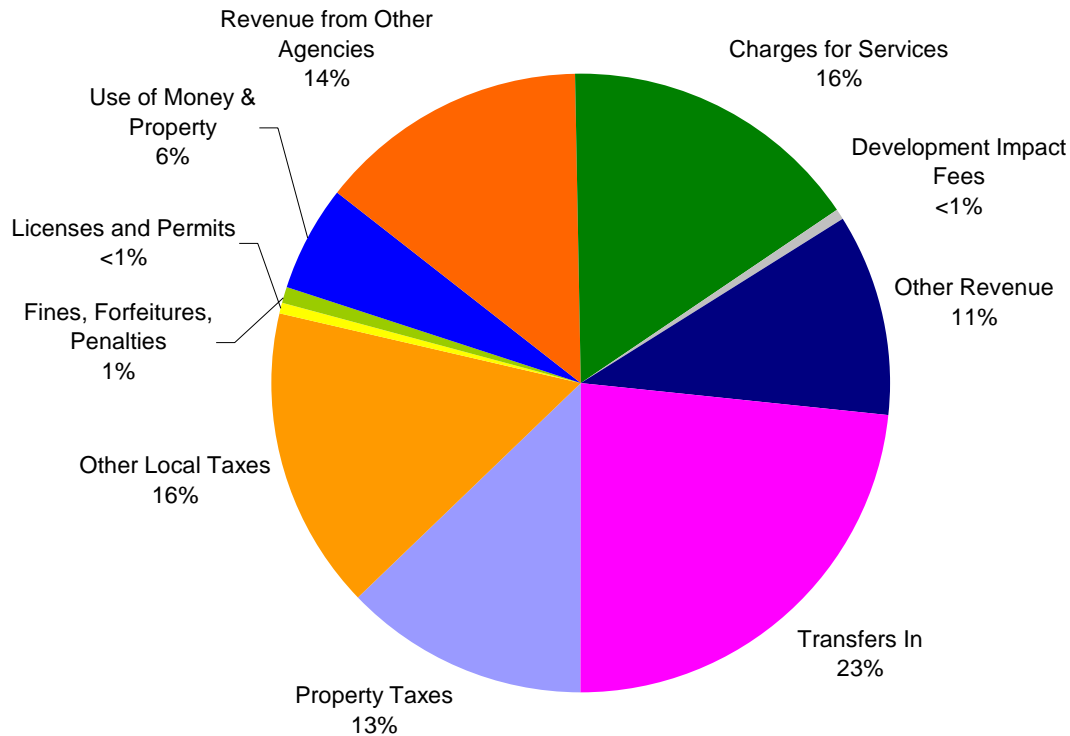
The total number of recommended permanent positions for fiscal year 2010-11 is 1,004.75, of which 864.25 are included in the General and 140.50 are included in various other funds. The proposed staffing represents a net reduction of 0.25 positions when compared to the fiscal year 2009-10 adopted budget. The Authorized Positions by Department report is included in the Summary Tables section of this document; it provides the proposed staffing by classification and department. A summary of the proposed staffing changes is included in the Staffing Changes section.

Total sources and uses of all City funds are summarized on the following two pages.

**Sources of Funds**  
**Projected Revenues (In Thousands)**  
**Fiscal Year 2010-11**

Revenue Category	FY07-08	FY08-09	FY09-10	FY 2010-11	
	Actual	Actual	Projected	Proposed	Change
Property Taxes	\$ 43,100	\$ 43,041	\$ 40,037	\$ 38,577	\$ (1,460)
Other Local Taxes	\$ 59,398	\$ 47,777	\$ 56,942	\$ 48,245	\$ (8,697)
Licenses and Permits	\$ 2,768	\$ 2,042	\$ 2,066	\$ 1,989	\$ (77)
Fines, Forfeitures & Penalties	\$ 2,672	\$ 3,317	\$ 2,856	\$ 2,720	\$ (136)
Use of Money	\$ 17,769	\$ 12,232	\$ 3,450	\$ 16,767	\$ 13,317
Rev. from Other Agencies	\$ 50,384	\$ 43,841	\$ 57,475	\$ 43,197	\$ (14,278)
Charges for Services	\$ 58,700	\$ 54,744	\$ 41,007	\$ 47,778	\$ 6,770
Development Impact Fees	\$ 5,637	\$ 1,749	\$ 2,271	\$ 2,271	\$ -
Other Revenue	\$ 46,096	\$ 59,018	\$ 33,886	\$ 32,067	\$ (1,819)
Transfers In	\$ 26,279	\$ 53,082	\$ 57,959	\$ 71,008	\$ 13,049
<b>Total All Funds Revenue</b>	<b>\$ 312,803</b>	<b>\$ 320,843</b>	<b>\$ 297,951</b>	<b>\$ 304,620</b>	<b>\$ 6,668</b>

**Total Revenues Fiscal Year 2010-11**

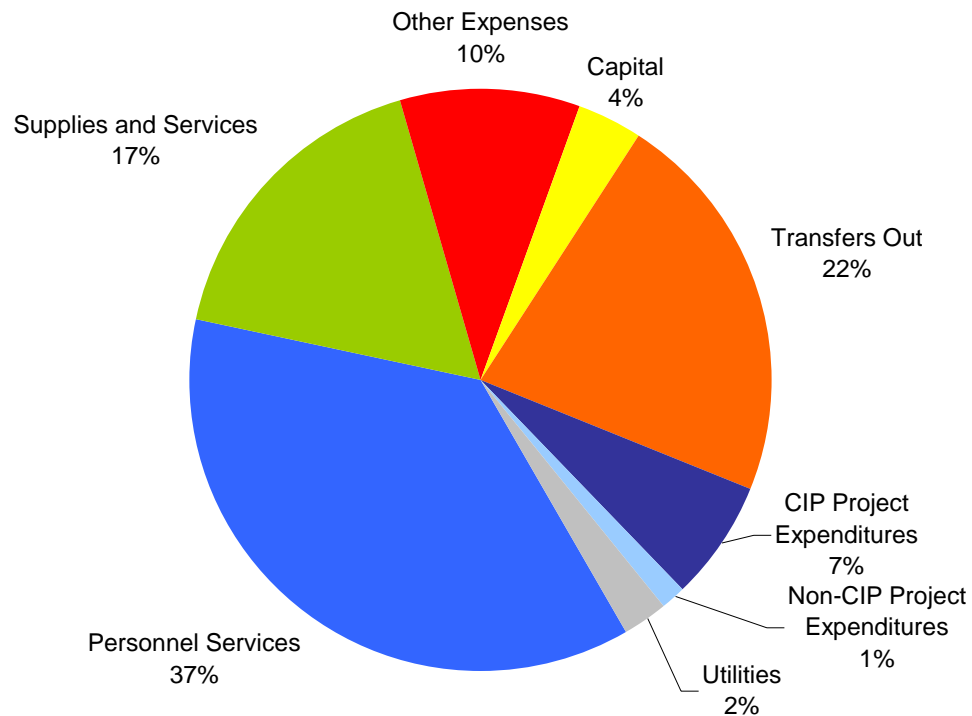


## Uses of Funds

Operating Budget by Fund Type (In Thousands)  
Fiscal Year 2010-11

Expenditure Category	FY07-08	FY08-09	FY09-10	FY 2010-11	
	Actual	Actual	Projected	Proposed	Change
Personnel Services	\$ 134,311	\$ 127,815	\$ 118,426	\$ 119,559	\$ 1,133
Supplies and Services	\$ 51,198	\$ 44,354	\$ 51,513	\$ 56,163	\$ 4,650
Other Expenses	\$ 65,243	\$ 68,640	\$ 34,859	\$ 32,362	\$ (2,497)
Capital	\$ 2,012	\$ 915	\$ 3,793	\$ 12,557	\$ 8,764
Transfers Out	\$ 26,279	\$ 53,082	\$ 57,094	\$ 71,008	\$ 13,914
CIP Project Expenditures	\$ 31,709	\$ 20,182	\$ 24,224	\$ 21,774	\$ (2,450)
Other Project Expenditures	\$ 935	\$ 1,234	\$ 2,641	\$ 4,576	\$ 1,935
Utilities	\$ 6,281	\$ 6,424	\$ 7,601	\$ 8,254	\$ 653
<b>Net Budget</b>	<b>\$ 317,968</b>	<b>\$ 322,645</b>	<b>\$ 300,151</b>	<b>\$ 326,254</b>	<b>\$ 26,102</b>

## Total Budget Fiscal Year 2010-11



The following table provides a summary by fund type of the projected revenues and expenditures for fiscal year 2010-11. As noted in the table below, the fiscal year 2010-11 General Fund budget is balanced with no anticipated impact to the reserve levels. The Sewer Funds, Other Funds, Capital Project Funds, Debt Service Funds, and Fleet Management Funds are all anticipated to draw down reserves balances in fiscal year 2010-11 primarily due to loan repayments or use of capital project funds received in prior years. The net impact to reserves for all funds is a net decrease of \$21.8 million; this change reflects:

- The use of PAD funds for the purchase of the lower Sweetwater property (\$9.6 million).
- The expenditure of \$6.0 million for existing PFDIF debt obligations using bond proceeds received in fiscal year 2009-10.
- The use of Section 108 loan proceeds received in prior years and now being expended on STL342 Second Avenue Improvements-Naples Street to Palomar Street (\$2.1 million) and STL350 Naples Street Improvements - Third Ave to Alpine Ave (\$0.9 million).
- Various changes to other funds resulting in a net impact of \$3.2 million, these changes largely reflect capital project expenditures.

### Summary of Net Impact to Reserves by Fund

Fiscal Year 2010-11 (In Thousands)

Fund	Proj Reserve Balance as of 6/30/2010	Revenues	Expenditures	Net Impact	Proj Reserve Balance as of 6/30/2011
General Fund	\$ 9,337	\$ 133,231	\$ 133,231	\$ -	\$ 9,337
Development Services Fund	\$ (777)	\$ 5,963	\$ 5,958	\$ 5	\$ (772)
Redevelopment Agency	\$ (11,174)	\$ 46,983	\$ 46,556	\$ 426	\$ (10,748)
Sewer Funds	\$ 55,631	\$ 31,213	\$ 31,539	\$ (327)	\$ 55,304
Transit Funds	\$ 427	\$ 6,794	\$ 6,839	\$ (45)	\$ 382
Other Funds	\$ 19,817	\$ 42,335	\$ 47,435	\$ (5,100)	\$ 14,717
Capital Projects Funds	\$ 47,434	\$ 16,373	\$ 28,224	\$ (11,851)	\$ 35,583
Debt Service Funds	\$ 2,962	\$ 17,932	\$ 22,379	\$ (4,447)	\$ (1,485)
Fleet Management	\$ 854	\$ 3,795	\$ 4,093	\$ (297)	\$ 557
Total All Funds Budget	\$ 124,511	\$ 304,620	\$ 326,254	\$ (21,635)	\$ 102,876

Note: The Debt Service Funds carry a deficit that reflects long-term advances in Fund 451.

## Citywide Goals and the Future

Our City continues to look and move forward as it manages its way through the challenges that have been presented by the current economic conditions. In an effort to position itself favorably as it emerges from these challenges, our City has developed a series of strategic goals to help guide it as it moves forward. These goals are structured around the broader themes and issues that affect the City's future. These goals are as follows:

### **1. Sustainable Development**

- Develop master plans that result in balanced and sustainable public services.
- Support appropriately phased development of public facilities
- Plan for future smart growth and employ smart growth principles in various development projects to be undertaken throughout the City.

### **2. Clean Green Healthy Environment**

- Implement climate action plan, solid waste management plan, storm water management plan, multiple species conservation program (MSCP) plan, master landscape manual/plan, green building standards
- Invest in the enhancement of the environment through targeted projects such as membrane bioreactor reclaimed water plant and street tree district
- Engage the public through the Resource Conservation Commission to continuously improve the environment

### **3. Quality Cultural, Educational and Recreational Opportunities**

- Cultivate and promote cultural and educational partnerships with the community, Cultural Arts Commission and institutions
- Provide successful library/recreation programming, services and facilities

### **4. Good Government**

- Initiate Continuous Improvement Program with associated performance metrics
- Create a civic engagement plan to promote transparency and public confidence
- Develop a policy on fiscal responsibility

### **5. Infrastructure, Public Buildings and Other Assets**

- Complete asset inventory and condition assessment of City facilities and major assets
- Determine adequate funding for maintenance and replacement of the City's major facilities/assets



- Incorporate public asset funding for maintenance and replacement into the City's long term planning process

## **6. Public Safety**

- Successfully implement geographic policing
- Adoption of Fire Facility Master Plan and Citywide Hazard Mitigation Plan
- Establish most appropriate measurements of public safety standards for the City

## **7. Fiscal Responsibility**

- Secure Utility Users Tax (UUT) revenues as a continuous funding source
- Incorporate City objectives into long-term financial plan
- Work to achieve some form of pension reform to ensure long-term fiscal stability
- Expand public knowledge of how sales tax is generated and the important role it plays in public finances

## **8. Economic Vitality**

- Pursue planning efforts for the University/Regional Technology Park sites
- Continue to pursue efforts leading to the successful development of the City's bayfront
- Resist re-designation of industrial land maintaining it available for future job growth opportunities

## **9. Community**

- Complete update of Recreational Department Strategic Plan incorporating public input
- Complete Library Master Plan, restore hours/services to branch libraries
- Outreach for redevelopment project area expansion into residential areas

## **Acknowledgement**

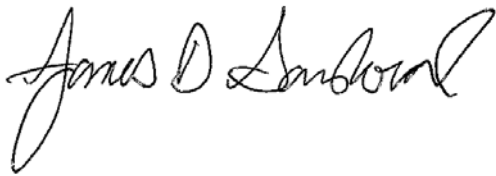
In closing, I would like to thank City staff for their continued hard work and dedication in serving our community. The implementation of various budget reduction measures over the past few years has resulted in some very difficult cuts that have had a negative impact on service delivery. I am proud to say that despite these reductions City staff continues to deliver quality services. While we cannot provide the same level of service it is through the extraordinary effort of staff that the quality of services we can provide are as good or better than ever.

Over the next year, we will continue to work together to find solutions to address our financial challenges. I am confident that under the continued leadership of the City Council and the dedicated work of City staff we will emerge from this unprecedented financial crisis a stronger, more effective

organization.

This document is the result of many months of effort on the part of many members of this organization. Department Heads and their staff worked collaboratively with the Finance Department in preparing the recommendations contained within this document. Developing a balanced budget that remains responsive to community needs and service expectations would not have been possible without their combined professionalism and teamwork.

Respectfully submitted,

A handwritten signature in black ink, reading "James D. Sandoval". The signature is fluid and cursive, with the first name "James" and last name "Sandoval" clearly legible, and "D." as a small initial in the middle.

James D. Sandoval  
City Manager

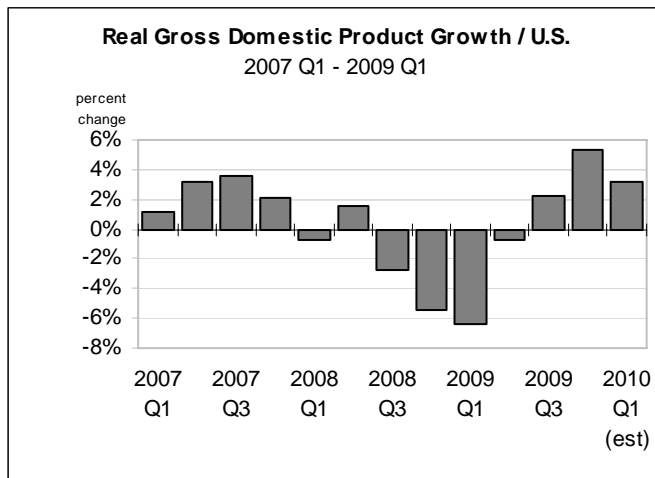
## ECONOMIC OVERVIEW

This section of the budget document identifies and outlines economic indicators that impact some of the City's major revenue projections. Several sources are used to forecast City revenues using national, state and local area economic trends. Sources include: the UCLA Anderson Forecast (National and State), U.S. Bureau of Labor Statistics (National and San Diego region), California Department of Finance (State), and the University of San Diego Index of Leading Economic Indicators (San Diego region).



In December 2007, the national economy officially entered a recession, now projected to be the worse since 1929. This significant decline in economic activity has severely impacted all sectors including government agencies. In its first quarterly report of 2010, the UCLA Anderson Forecast explores the duality of a national economy, where Gross Domestic Product (GDP) is growing while job creation remains scarce and is expected to remain scarce through 2012. The Forecast suggests that Washington's economic stimulus packages may have unintentionally caused the economic schizophrenia. Tax cuts and spending programs, coupled with a non-sustainable zero interest policy spur growth, but businesses do not make long-term hiring decisions based on temporary government policies. Nevertheless, the Forecast indicates that the economy is now on a growth path and employment will soon be increasing, albeit modestly. This slow growth outlook reflects the lagging effects of the implosion on consumer balance sheets and, according to the Forecast, is a result of the economy in transition from being an import-oriented/low-saving rate one to a more export and higher-savings oriented one. Fueling this transition is the administration's "weak dollar policy" which encourages exports and discourages the consumption of imports and the combined effect will cause real consumer spending to grow at a modest 2% rate- far below the historical 3-3.5% rate.

The UCLA Anderson Forecast reports that real GDP increased by 5.9% in the fourth quarter of 2009 and expects to see further growth at a 3.2% rate in the current quarter and continue to grow at a 2% and 3.2% pace in 2011 and 2012, respectively. The Forecast also anticipates that unemployment will remain high through 2012.

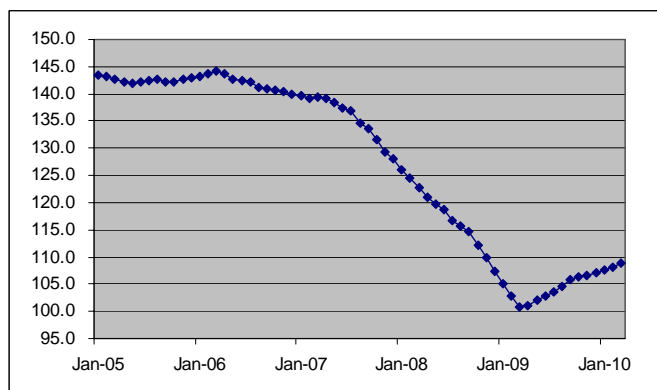


In California, the UCLA Anderson Forecast notes that despite the recession having officially ended, California's unemployment rate continues to rise, and local governments continue to shed jobs. The outlook for the balance of 2010 is for little or no growth in the state, with the economy picking up speed slightly by the beginning of next year. More normal growth rates for California should be in place by the middle of 2011. The keys to California's recovery are a growing demand for manufactured and agricultural goods from outside the state, the recovery of U.S. consumption, which increased the demand for Asian imports and for products from California's factories, increased public works construction and increased investment in business equipment and software. The Forecast calls for employment in 2010 to climb but not to exceed levels of 2009. Once employment growth returns in 2011, employment will begin to grow faster than the labor force at a 2.3% rate and the unemployment rate will begin to fall.<sup>1</sup>



The City of Chula Vista felt the effects of the recession earlier than most agencies primarily due to the rapid residential growth experienced through 2005 and the effects of the foreclosure crisis, which eventually spread across the

**San Diego Index of Leading Economic Indicators**



<sup>1</sup> UCLA Anderson Forecast Press Release March 24, 2010.

Country. The University of San Diego's Index of Leading Economic Indicators for San Diego County rose 1.0 percent in March. Leading the way to the upside were strong moves in local stock prices and the outlook for the national economy. Building permits, initial claims for unemployment insurance, and help wanted advertising were also positive, but to a lesser extent. The only down component was local consumer confidence, which fell slightly. With March's advance, the USD Index has now been up for 12 months in a row.

The outlook for the local economy remains unchanged from recent months: If the local economy did not bottom out at the end of 2009, it likely did in the first part of 2010. As was mentioned in previous reports, employment is the indicator that comes out most regularly at the local level, and employment tends to be a lagging indicator in recent recessions and recoveries. March employment numbers show a gain of 5,000 jobs compared to February, which was the best monthly gain in local employment since February 2008. The unemployment rate still edged up for the month because more workers returned to the workforce in search of employment, which itself is a positive development. It is a sign that the unemployed are a little more optimistic about their prospects and not so discouraged as to give up looking for work altogether<sup>2</sup>.



In 2003, based on population estimates released by the Census Bureau, Chula Vista was identified as the 7th fastest growing city in the United States. The growth continued through 2006. By mid-2007 the mortgage crisis came to light and the City began experiencing a significant number of foreclosures. According to UCLA Anderson Forecast *San Diego County Economic Outlook For 2009 Report*, Escondido

and Chula Vista had the highest foreclosure rates at 13.4 and 12.4 foreclosures per 1,000 homes, respectively. Rates of foreclosures peaked in most areas sometime between October and December of 2008. All regions have shown declines in the rate of foreclosures beginning in December 2008. The Anderson Forecast states that based on information received for the first three months of 2009, the bottom may have been reached in San Diego County.

Foreclosures had a significant negative impact on property tax revenues by depressing housing values. The drop in assessed values has triggered Proposition 8, a constitutional amendment passed in 1978 that allows a temporary reduction in assessed value when real property suffers a "decline-in-value". Therefore, as assessed values fall, homeowners can apply for a reassessment of their homes which would lead to a reduction of property taxes based on the lower assessment.

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2 University of San Diego School of Business Administration, *USD Index of Leading Economic Indicators*, April 28, 2010.

Positive signs related to the housing market are beginning to be reported. In May 2010, based on information from DataQuick, a real estate analytical firm in San Diego reported that San Diego County's resale housing prices rose 14.7% in the first quarter of this year. In addition, DataQuick's median price for San Diego was \$360,000 for single-family homes, up 14.3% from a year ago. All very good trends which will help provide stability to the City's revenue base.

**Data for Oct 2009 Compared to Oct 2008**

Zip Code	Locale	Median Price		Percent Change
		2009	2008	
91910	North	\$ 310,000	\$ 267,000	16.1%
91911	South	\$ 250,000	\$ 252,000	-0.8%
91913	Eastlake	\$ 333,750	\$ 325,000	2.7%
91914	NE	\$ 434,000	\$ 501,500	-13.5%
91915	SE	\$ 345,000	\$ 359,500	-4.0%
Source: San Diego Union				

## SUMMARY OF STAFFING CHANGES

The fiscal year 2010-11 budget includes 1,004.75 positions for all funds. This is a net decrease of 0.25 from the fiscal year 2009-10 Council adopted budget authorized position count of 1,005.0. The section that follows is divided into two sections – the staffing changes that have already been approved by Council during fiscal year 2009-10 and changes being implemented as part of the fiscal year 2010-11 budget.

### **POSITION CHANGES AUTHORIZED DURING FISCAL YEAR 2009-10**

During fiscal year 2009-10, Council approved the addition of 5.5 grant funded positions, 4.0 of which were added to the Police Department while 1.5 additions were made to the City Attorney's Office. Additional mid-year position changes include transfer of an Administrative Services Manager position from Fire to the Finance Department, the reclassification of a CBAG Management Assistant position to a CBAG Admin Analyst II and a CBAG Network Administrator I position to a CBAG Network Administrator II in the Police Grants Fund, transfer of a Police Community Relations Specialist and a Public Information Officer from the Local Law Enforcement Block Grant Fund to the ARRA Fund, as well as multiple position changes to the Animal Care Facility due to restructuring. An Animal Control Officer position was eliminated from the Animal Care Facility due to a change in the contract for the provision of animal control services.

The following table summarizes the position changes Council authorized during fiscal year 2009-10.

Department/Fund	Program	Position	FTE
Animal Care Facility (-1.0)	Animal Care Services	Animal Control Officer	-1.00
		Animal Adoption Counselor	-0.25
		Senior Office Specialist	-0.25
		Animal Care Supervisor	1.00
		Animal Care Assistant	2.00
		Senior Animal Care Assistant	-2.00
		Office Specialist	-0.50
Finance (1.0)	Budget & Analysis	Administrative Services Manager	1.00
Fire (-1.0)	Fire Administration	Administrative Services Manager	-1.00
Police Grants Fund (-1.0)	CATCH Grant	Police Agent	1.00
	CBAG	CBAG Admin Analyst II	1.00
		CBAG Management Assistant	-1.00
		CBAG Network Administrator I	-1.00
		CBAG Network Administrator II	1.00
	FY09 Justice Assistance Grant	Police Community Relations Specialist	-1.00
		Public Information Officer - PD	-1.00
ARRA Fund (6.5)	FY09 JAG – Recovery Act	Police Community Relations Specialist	1.00
		Public Information Officer - PD	1.00
	Neighborhood Prosecution Program	Deputy City Attorney II	1.00
		Legal Assistant	0.50
	Southern Border Narcotics Grant	Police Agent	2.00
		Public Safety Analyst	1.00
Total Mid-Year Staffing Changes			4.50

In February 2009, Council approved a side letter of agreement with the International Association of Firefighters (IAFF) that included the transition of Fire Prevention personnel from the Chula Vista Employee's Association (CVEA) and Mid Managers/Professional Association bargaining groups to IAFF. This change in bargaining group was not finalized until after the adoption of the fiscal year 2009-10 budget and became effective mid-year. This change in bargaining group impacted the following positions:

Position	Former Bargaining Unit	New Bargaining Unit	FTE
Fire Prevention Engineer	Mid Managers/Professional Association	IAFF	1.0
Senior Fire Inspector	CVEA	IAFF	1.0
Fire Inspector I/II	CVEA	IAFF	5.0



## **FISCAL YEAR 2010-11 CHANGES**

The fiscal year 2010-11 budget includes a number of reclassifications and staffing changes requested in conjunction with the normal budget development process. In total, these department-requested staffing modifications result in a net decrease of 4.75 FTE. The fiscal year 2010-11 budget reflects the reorganization of the Animal Care Facility, which was facilitated in order to reduce costs and/or improve efficiency.

The following staffing changes are included in the fiscal year 2010-11 budget:

- Addition of a Law Office Manager to the City Attorney's Office (1.0 FTE); the Law Office Manager is a new classification and will be included in the Mid Managers/Professional Association bargaining group.
- Reclassifications in City Clerk, Information Technology Services, Human Resources, Planning & Building, and Public Works departments based on workload. These reclassifications include the establishment of the following new job classifications:
  - Deputy City Clerk I, GIS Manager, Development Services Counter Manager, and Parks Operations Manager to be included in the Mid Managers/Professional Association bargaining group
  - Senior Human Resources Technician to be included in the Confidential bargaining group
- The transfer and reclassification of the Volunteer Coordinator in the Library Department to a HR Technician in the Human Resources Department based on workload (0.25 FTE)
- Reduction in staffing at the Animal Care Facility of an Animal Control Officer Supervisor and an Animal Care Supervisor (2.0 FTE)
- Elimination of a Public Safety Analyst in the General Fund (0.5 FTE) and the Police Grants Fund (0.5 FTE) due to ending of grant funding
- Elimination of a Code Enforcement Officer II from Planning & Building due to reduction in the Residential Abandoned Property Program (1.0 FTE)
- Elimination of a Building Project Manager and Senior Civil Engineer from Public Works based on reduced development related workload (2.0 FTE)

The table below summarizes the changes reflected in the fiscal year 2010-11 budget.

Department/Fund	Program	Position	FTE
City Clerk (0.0)	Reclassification – City Clerk Operations	Deputy City Clerk	-1.00
		Senior Deputy City Clerk	1.00
		Records Specialist	-1.00
		Deputy City Clerk I	1.00
City Attorney (1.0)	City Attorney Admin	Law Office Manager	1.00
ITS (0.0)	Reclassification – Geographic Information System	GIS Supervisor	-1.00
		GIS Manager	1.00
Human Resources (0.75)	Reclassification – Human Resources Administration	Senior HR Technician	1.00
		Administrative Secretary	-1.00
	Volunteer Program	HR Technician	0.75
Animal Care Facility (-2.0)	Animal Care Services	Animal Control Officer Supervisor	-1.00
		Animal Care Supervisor	-1.00
	Reclassification – Animal Care Services	Animal Care Assistant	-2.00
		Senior Animal Care Assistant	2.00
Planning & Building (-1.0)	Code Enforcement	Code Enforcement Officer II	-1.00
	Reclassification – Planning & Building Administration	Development Automation Specialist	-1.00
		Development Services Counter Manager	1.00
		Deputy City Manager/Dir of Dev Services	-1.00
		Assistant City Manager	1.00
Police (-0.5)	Op Crack Down on Illegal Racing	Public Safety Analyst	-0.50
Public Works (-2.0)	Reclassification – Infrastructure Projects	Senior Civil Engineer	-1.00
		Engineering Technician I	1.00
	Building Projects	Building Project Manager	-1.00
	Reclassification – Park Operations Administration	Parks Manager	-1.00
		Parks Operations Manager	1.00
	Construction Inspection	Senior Civil Engineer	-1.00
Library (-0.5)	Library Administration	Volunteer Coordinator	-0.50
Police Grants Fund (-0.5)	FY07 Byrne Discretionary Grant	Public Safety Analyst	-0.50
<b>Net Staffing Change</b>			<b>-4.75</b>

## SUMMARY OF FROZEN POSITIONS

During fiscal year 2009-10, the City has continued to make adjustments to reduce expenditures to mitigate unanticipated revenue shortfalls resulting from the continued economic recession. A hiring freeze has been in place during fiscal year 2009-10 and will continue in fiscal year 2010-11. The baseline budget for fiscal year 2010-11 did not include funding for vacant positions, other vacant positions were frozen later in the budget development process in order to help close the General

Fund budget gap of \$10.9 million. In total 31.25 FTE positions have been frozen, these positions are summarized on the following table.

Department/Fund	Program	Position	FTE
City Attorney (0.50)	City Attorney Litigation	Senior Assistant City Attorney	0.50
Human Resources (0.50)	HR Operations	HR Analyst	0.50
Finance (1.0)	Budget & Analysis	Administrative Services Manager	1.00
Police (16.25)	Patrol Administration	Police Captain	1.00
	Community Patrol	Peace Officer	7.00
	Police Service Dogs	Peace Officer	1.00
	Op Crack Down on Ill. Racing	Peace Officer	0.75
	Police Dispatch	Police Dispatcher	2.00
		Police Comm Systems Manager	1.00
	School Resource (SRO)	Peace Officer	1.00
	Force Options	Range Master	0.50
	City Jail	Detention Facility Manager	1.00
	Financial and Resource Mgt	Senior Fiscal Office Specialist	1.00
Fire (2.0)	Fire Training	Fire Engineer (80 hr)	1.00
		Fire Division Chief	1.00
Public Works (7.0)	Graffiti Removal	Senior Maintenance Worker	1.00
	Street Maintenance	Senior Maintenance Worker	1.00
	Urban Forestry Maintenance	Senior Tree Trimmer	1.00
	Construction & Repair	Plumber	1.00
		Carpenter	1.00
	Custodial Services Admin	Custodial & Facilities Manager	1.00
	Park Rangers	Parks Supervisor	1.00
Library (4.0)	Library Administration	Library Admin Coordinator	1.00
	Tech Services Management	Librarian I	1.00
	Civ Ctr Branch Management	Librarian II	1.00
	Eastlake Library	Library Associate	1.00
Total Frozen Positions			31.25

## SUMMARY OF STAFFING CHANGES BY DEPARTMENT AND BARGAINING UNIT

The following tables summarize the staffing changes occurring between the fiscal year 2009-10 and 2010-11 adopted budgets, by department and by bargaining unit.

### Summary of Staffing Changes by Department

DEPARTMENT	FY 2009-10 ADOPTED STAFFING	FY 2009-10 MID YEAR CHANGES	FY 2010-11 PROPOSED CHANGES	FY 2010-11 PROPOSED STAFFING	% CHANGE
<b>General Fund</b>					
Animal Care Facility	22.25	(1.00)	(2.00)	19.25	-13.5%
Planning & Building	28.00	-	(1.00)	27.00	-3.6%
Library	40.25	-	(0.50)	39.75	-1.2%
Public Works	194.50	-	(2.00)	192.50	-1.0%
Fire	136.00	(1.00)	-	135.00	-0.7%
Police	322.00	-	(0.50)	321.50	-0.2%
City Council	13.00	-	-	13.00	0.0%
City Clerk	6.50	-	-	6.50	0.0%
Administration	10.00	-	-	10.00	0.0%
ITS	19.00	-	-	19.00	0.0%
Recreation	26.00	-	-	26.00	0.0%
Finance	26.00	1.00	-	27.00	3.8%
Human Resources	16.00	-	0.75	16.75	4.7%
City Attorney	10.00	-	1.00	11.00	10.0%
<b>General Fund Total</b>	<b>869.50</b>	<b>(1.00)</b>	<b>(4.25)</b>	<b>864.25</b>	<b>-0.7%</b>
<b>Other Funds</b>					
CBAG/Police Grants	22.50	(1.00)	(0.50)	21.00	-6.7%
Redevelopment	4.00	-	-	4.00	0.0%
Development Services	39.00	-	-	39.00	0.0%
Housing	7.00	-	-	7.00	0.0%
Sewer	46.00	-	-	46.00	0.0%
Transit	3.00	-	-	3.00	0.0%
Fleet Management	10.00	-	-	10.00	0.0%
Environmental Services	4.00	-	-	4.00	0.0%
ARRA	0.00	6.50	-	6.50	100.0%
<b>Other Funds Total</b>	<b>135.50</b>	<b>5.50</b>	<b>(0.50)</b>	<b>140.50</b>	<b>3.7%</b>
<b>CITYWIDE TOTAL</b>	<b>1,005.00</b>	<b>4.50</b>	<b>(4.75)</b>	<b>1,004.75</b>	<b>0.0%</b>

### Summary of Staffing Changes by Bargaining Unit

BARGAINING UNIT	FY 2009-10 ADOPTED STAFFING	FY 2009-10 MID YEAR CHANGES	FY 2010-11 PROPOSED CHANGES	FY 2010-11 PROPOSED STAFFING	% CHANGE
WCE	29.00	-	(2.00)	27.00	-7%
Professionals	56.00	-	(3.00)	53.00	-5%
Senior Managers	32.00	-	(1.00)	31.00	-3%
CVEA	457.00	(6.00)	(4.50)	446.50	-2%
Executives	16.00	-	-	16.00	0%
IAFF	117.00	7.00	-	124.00	6%
Mayor & Council	5.00	-	-	5.00	0%
POA	233.00	3.00	-	236.00	1%
CONF	25.00	0.50	1.75	27.25	9%
Mid Managers	35.00	-	4.00	39.00	11%
<b>CITYWIDE TOTAL</b>	<b>1,005.00</b>	<b>4.50</b>	<b>(4.75)</b>	<b>1,004.75</b>	<b>0%</b>

# CITY STAFF EMPLOYEES

## 5-Year Position Summary

DEPARTMENT	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11
<b>LEGISLATIVE/ADMINISTRATIVE</b>					
City Council	15.00	14.00	14.00	13.00	13.00
City Clerk/Elections	8.50	8.50	7.50	6.50	6.50
City Attorney	14.00	14.00	12.00	10.00	11.00
Administration	21.00	19.00	26.00	10.00	10.00
Information Technology Services	29.00	28.00	23.00	19.00	19.00
Human Resources	25.50	25.00	20.50	16.00	16.75
Finance	31.00	31.00	25.00	26.00	27.00
<b>TOTAL</b>	<b>144.00</b>	<b>139.50</b>	<b>128.00</b>	<b>100.50</b>	<b>103.25</b>
<b>DEVELOPMENT/MAINTENANCE</b>					
Animal Care Facility	104.75	102.25	0.00	22.25	19.25
Community Development	25.00	13.00	0.00	0.00	0.00
Development Services	90.50	80.50	20.00	28.00	27.00
Engineering	51.00	41.00	34.50	0.00	0.00
Public Works Operations	186.50	150.50	194.75	194.50	192.50
<b>TOTAL</b>	<b>457.75</b>	<b>387.25</b>	<b>249.25</b>	<b>244.75</b>	<b>238.75</b>
<b>PUBLIC SAFETY</b>					
Police	381.50	366.50	337.50	322.00	321.50
Fire	151.00	153.00	135.00	136.00	135.00
<b>TOTAL</b>	<b>532.50</b>	<b>519.50</b>	<b>472.50</b>	<b>458.00</b>	<b>456.50</b>
<b>COMMUNITY SERVICES</b>					
Recreation	34.00	34.00	38.50	26.00	26.00
Library	70.75	66.25	50.75	40.25	39.75
Nature Center	9.25	9.50	0.00	0.00	0.00
<b>TOTAL</b>	<b>114.00</b>	<b>109.75</b>	<b>89.25</b>	<b>66.25</b>	<b>65.75</b>
<b>GENERAL FUNDSUBTOTAL</b>	<b>1,248.25</b>	<b>1,156.00</b>	<b>939.00</b>	<b>869.50</b>	<b>864.25</b>

# CITY STAFF EMPLOYEES

## 5-Year Position Summary

DEPARTMENT	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11
<b>OTHER FUNDS</b>					
Development Services	0.00	0.00	70.00	39.00	39.00
Parking Meters	0.50	0.50	0.50	0.00	0.00
Police Grant Funds/California Border Alliance Group (CBAG)	0.00	21.00	21.00	22.50	21.00
American Renewal & Reinvestment Act	0.00	0.00	0.00	0.00	6.50
Environmental Services	0.00	0.00	3.00	4.00	4.00
Housing Authority	0.00	5.00	7.00	7.00	7.00
Fleet Management	14.00	14.00	10.00	10.00	10.00
Transit	0.00	3.00	3.00	3.00	3.00
Sewer	0.00	43.00	46.00	46.00	46.00
Redevelopment Agency	1.00	6.00	10.00	4.00	4.00
<b>TOTAL</b>	<b>15.50</b>	<b>92.50</b>	<b>170.50</b>	<b>135.50</b>	<b>140.50</b>
<b>GRAND TOTAL (does not include hourly staffing)</b>	<b>1,263.75</b>	<b>1,248.50</b>	<b>1,109.50</b>	<b>1,005.00</b>	<b>1,004.75</b>





# CHULA VISTA AT A GLANCE

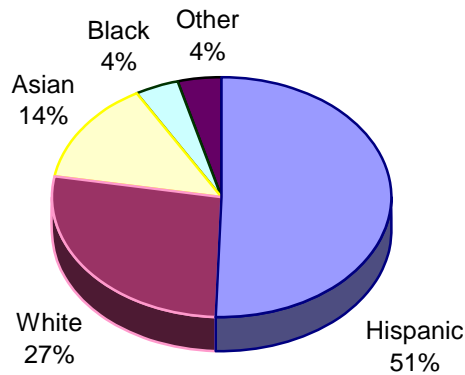
## GENERAL INFORMATION

Incorporated .....1911  
 Government..... Council/Manager  
 Bond Rating..... A -

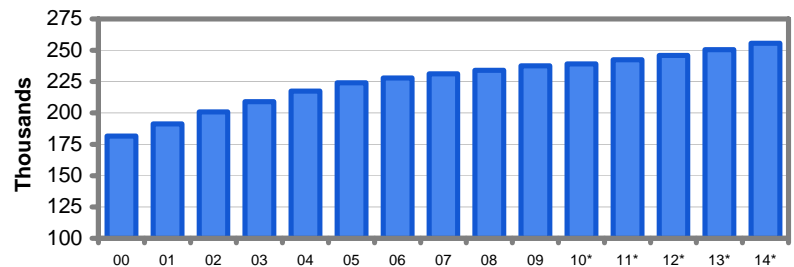
## POPULATION

Population ..... 237,595  
 Median Age..... 33.3

## POPULATION BY ETHNIC GROUP



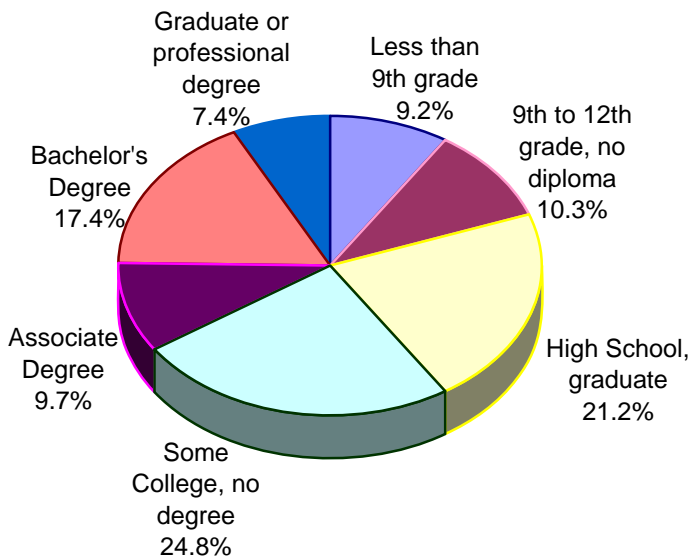
## CHULA VISTA POPULATION GROWTH



Note: This data represents end of calendar year population numbers. The estimated population growth for calendar years 2010 – 2014 is a total of 17,933 persons.

Source: California Department of Finance (2000 – 2009)  
 City of Chula Vista staff (2010 – 2014)

## EDUCATIONAL ATTAINMENT<sup>1</sup>



<sup>1</sup> Educational Attainment is based on population 25 years and over

## ELEMENTARY SCHOOLS

Chula Vista Elementary School District  
[www.cvesd.org](http://www.cvesd.org)  
 (619) 425-9600

Number of Schools ..... 44  
 Projected Enrollment ..... 27,500  
 Average Class Size  
 Kindergarten – 3rd grade ..... 20  
 Grades 4 - 6 ..... 28

## SECONDARY SCHOOLS

Sweetwater Union High School District  
[www.suhsd.k12.ca.us](http://www.suhsd.k12.ca.us)  
 (619) 691-5500

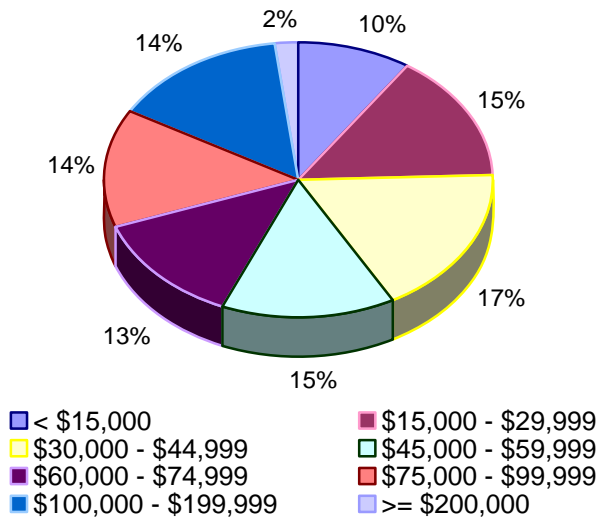
Number of Schools: ..... 32  
 Projected Enrollment ..... 42,804  
 Average Class Size\* ..... 31  
 \* Certain classes have lower student/teacher ratios

## HOUSING

Housing Units .....	78,491
Persons Per Household.....	3.10
Vacancy Rate .....	3.01%

## HOUSEHOLD INCOME

Median Income .....	\$74,881
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## HOUSING TYPE

Single Family .....	48,007
Multiple Family .....	26,922
Mobile Homes .....	3,562

## PUBLIC SAFETY

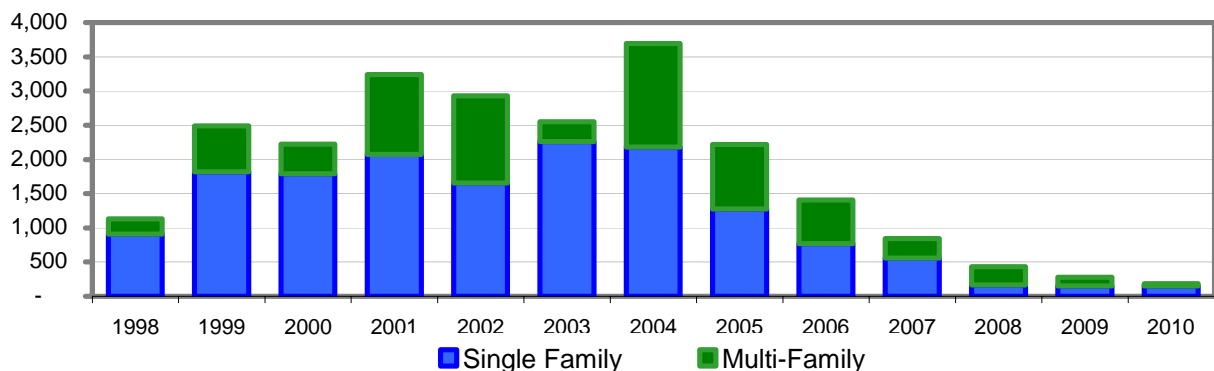
Fire Uniform Strength .....	115
Fire Stations.....	9
Emergency Calls to Fire Dept <sup>2</sup> .....	11,490
Police Uniform Strength.....	240
Citizen Initiated Calls for Service <sup>2</sup> ...	68,601

## COMMUNITY FACILITIES

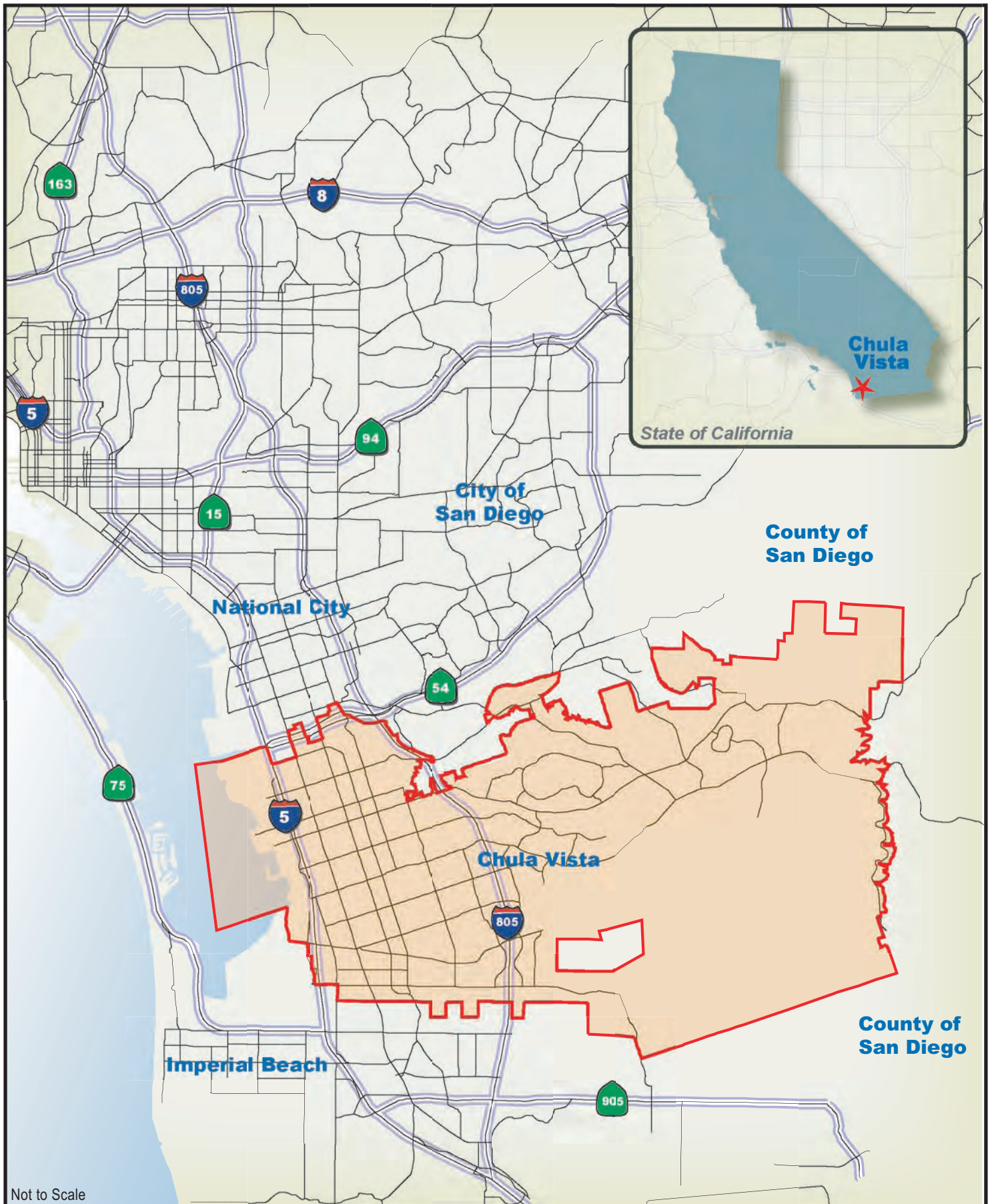
Acres of Developed Parks .....	521
Total Number of Parks.....	59
Libraries .....	3
Recreation Facilities .....	11

Sources:  
San Diego Association of Governments; California  
Department of Finance; City of Chula Vista staff

## CONSTRUCTION PERMITS



<sup>2</sup> Call for service data is for fiscal year 2010



Not to Scale



## City of Chula Vista VICINITY MAP





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## A D O P T E D   B U D G E T

### GENERAL FUND SUMMARY

General Fund Revenue Summary

General Fund Expenditure Summary

Department Summary Reports

FISCAL YEAR 2011



## GENERAL FUND REVENUE SUMMARY

The fiscal year 2010-11 estimated revenues total \$133.2 million and are projected to support the operating budget with no impact on reserves. General Fund revenues are projected to increase from fiscal year 2009-10 projected levels by \$2.9 million or 2.2%. The increase in revenue

### CHULA VISTA GENERAL FUND REVENUES

in thousands (000)

FY 08-09 Actual	140,503
FY 09-10 Projected	130,320
<b>FY 10-11 Adopted</b>	<b>133,231</b>
<b>% change FY 09-10 to FY 10-11</b>	<b>2.2%</b>

reflects the continued impacts of the prolonged national and local recession offset by a one-time increase in the loan repayment from the RDA to the General Fund. In fiscal year 2009-10, the City made adjustments to its operating budget based on unanticipated shortfalls in major discretionary revenues – projections for sales tax, property tax, franchise fees and motor vehicle license fees were all reduced mid year.

Although current economic reports indicate that the nation is finally showing signs of recovery, revenue estimates applied in developing the fiscal year 2010-11 proposed budget are based on assumptions that property tax and vehicle license fees will continue to drop into fiscal year 2010-11 due to continued adjustments downward in property values. The proposed budget reflects a one-time increase in the loan repayment from the RDA to the General Fund of \$9.6 million, it also reflects \$1.0 million in RDA funding for two new capital improvement projects. These one-time revenues are offsetting a decrease of \$7.8 million in discretionary and programmatic revenue. The General Fund Summary table on the following page reflects the significant decline in revenues that the City has experienced.

**General Fund Revenues (Projected vs. Proposed)**  
In Thousands (000)

Category	FY09 Actual	FY10 Projected	FY11 Proposed	INC/DEC
Property Taxes	\$ 29,259	\$ 25,311	\$ 24,073	\$ (1,238)
Sales Tax	\$ 25,589	\$ 23,245	\$ 23,634	\$ 389
Motor Vehicle License Fees	\$ 19,905	\$ 17,717	\$ 16,934	\$ (783)
Development Revenue	\$ 1,199	\$ 1,494	\$ 1,350	\$ (144)
Interfund Reimbursements	\$ 11,136	\$ 10,544	\$ 9,666	\$ (878)
Transfers From Other Funds	\$ 11,167	\$ 14,876	\$ 18,405	\$ 3,529
Franchise Fees	\$ 9,380	\$ 8,447	\$ 7,652	\$ (794)
Charges for Services	\$ 5,973	\$ 5,703	\$ 5,715	\$ 11
Utility Users Taxes	\$ 7,849	\$ 9,401	\$ 8,756	\$ (645)
Other Agency Revenue	\$ 3,263	\$ 1,260	\$ 1,173	\$ (87)
Other Local Taxes	\$ 2,069	\$ 2,031	\$ 2,031	\$ -
Other Revenues	\$ 2,019	\$ 1,926	\$ 1,356	\$ (570)
Transient Occupancy Taxes	\$ 2,302	\$ 1,941	\$ 1,941	\$ -
Use of Money and Property	\$ 4,561	\$ 1,846	\$ 6,362	\$ 4,516
Fines, Forfeitures & Penalties	\$ 2,357	\$ 2,188	\$ 2,060	\$ (128)
Police Grants	\$ 1,804	\$ 1,736	\$ 1,413	\$ (323)
Licenses and Permits	\$ 671	\$ 654	\$ 711	\$ 57
<b>Total General Fund</b>	<b>\$ 140,503</b>	<b>\$ 130,320</b>	<b>\$ 133,231</b>	<b>\$ 2,911</b>

The largest revenue increases between fiscal years 2009-10 and 2010-11 are projected as follows:

- Increased Use of Money and Property revenue from \$1.8 million to \$6.4 million (\$4.5 million), this reflects a \$4.6 million increase in the transfer from the Redevelopment Agency due to a one-time increase in the loan repayment to the General Fund. This increase is slightly offset by miscellaneous revenue reductions including the elimination of revenue from the Nature Center due to the transition of the operation of the Nature Center to a non-profit organization.
- Increased Transfers From Other Funds revenue from \$14.9 million to \$18.4 million (\$3.5 million), this reflects a \$4.0 million increase in the transfer from the Redevelopment Agency due to a one-time increase in the loan repayment to the General Fund and an increase of \$1.0 million in reimbursements from TransNet for street related costs (traffic signals and street lighting utility costs). These increases are partially offset by reduced revenues of \$1.6 million from the Prop 42 fund - fiscal year 2009-10 reflected a reimbursement of \$2.0 million for street related costs from this fund that was reduced to \$400,000 in fiscal year 2010-11.



- Increased Sales Tax revenue from \$23.2 million to \$23.6 million (\$0.4 million). This increase reflects a very moderate recovery in sales tax revenue anticipated in fiscal year 2010-11.

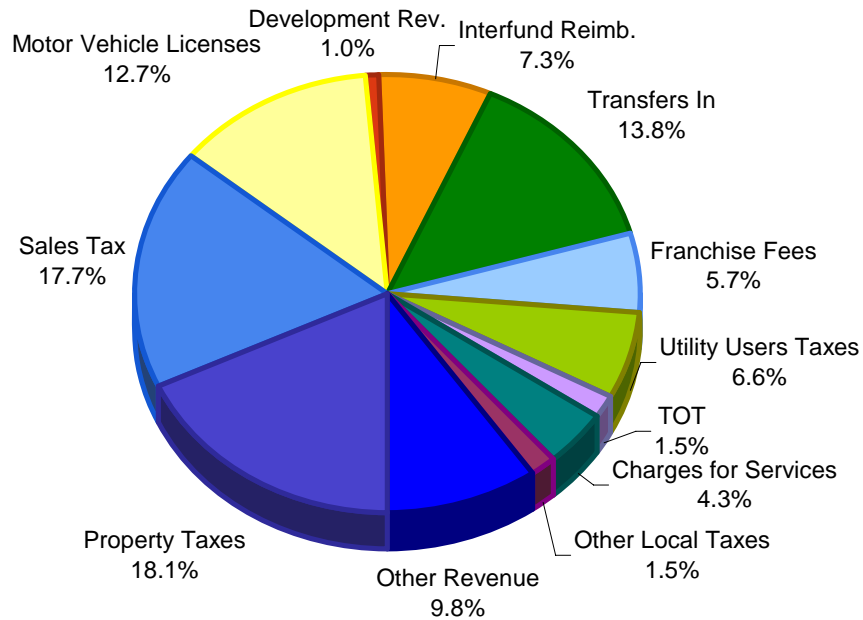
Offsetting these estimated revenue increases are the following projected decreases:

- A \$1.2 million reduction in Property Tax revenues as a result of continued decreases in assessed property values countywide. Resale home prices have also dropped considerably over the last year resulting in a reduction in supplemental property tax revenue.
- A \$0.9 million reduction in Inter-fund Reimbursements revenues, this decrease includes the elimination of \$663,000 in DIF and CDBG CIP reimbursements and the elimination of a one-time insurance reimbursement from SANDPIPA.
- A \$0.8 million reduction in Franchise Fee revenue. Franchise Fee revenues have been reduced to reflect a drop in natural gas prices and the elimination of the South Bay Power Plant. Fiscal year 2010-11 revenues assume the South Bay Power Plant will cease operation by July 1, 2010.
- A \$0.8 million reduction in Motor Vehicle Licenses Fee (VLF) revenue. After fiscal year 2005-06, the property tax in-lieu portion of the VLF revenues received by municipalities are increased by the jurisdiction's annual growth in assessed valuation. The County Assessor has preliminarily projected a 4% decrease in the City's assessed values for fiscal year 2010-11; this decrease is reflected in the reduction to Property Tax revenues and VLF revenues.
- A \$0.6 million reduction in Utility Users Tax revenue due to the anticipated closure of the South Bay Power Plant and reduced vendor revenues.
- A \$0.6 million reduction in Other Revenues, this reduction reflects the elimination of \$350,000 in donations revenue for the Nature Center. As mentioned above, during fiscal year 2009-10 the operation of the Nature Center was transitioned to a non-profit organization.
- A reduction of \$0.3 million in Police Grants revenue, this decrease reflects a reduction to the traffic programs funded by a grant from the Office of Traffic Safety.

The following charts provide a summary view of the major General Fund revenue sources.

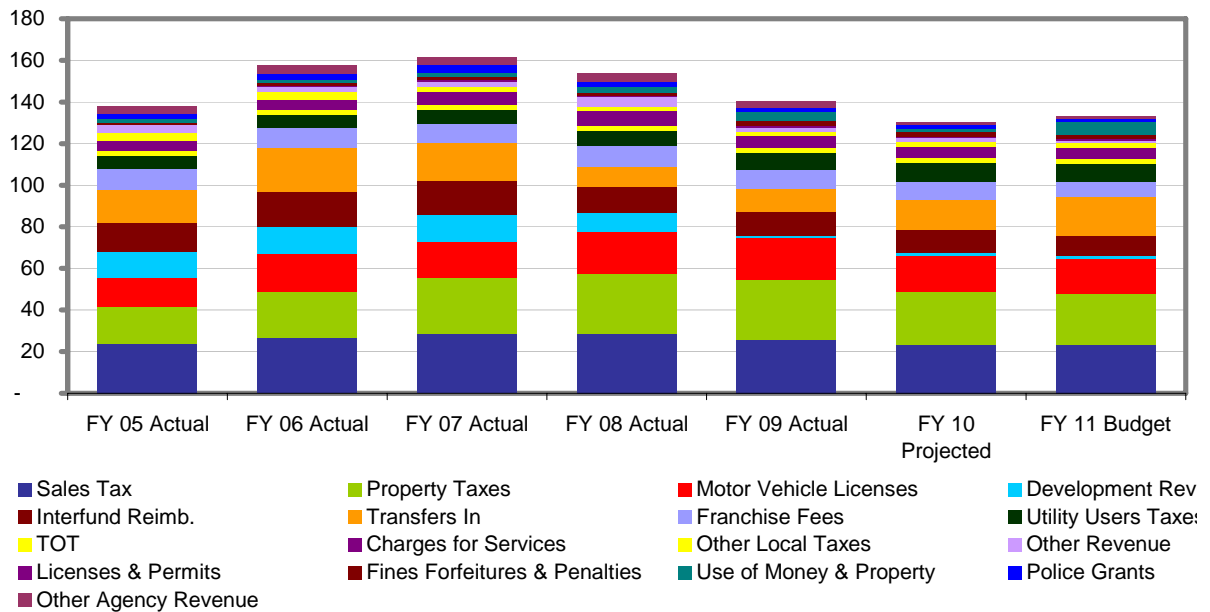
## General Fund Revenues by Category

Fiscal Year 2010-11



## Historical and Estimated General Fund Revenue Sources

Fiscal Years 2004-05 through 2010-11



To follow is a description of the City's major revenue sources along with a brief discussion of the trends impacting these revenues for the fiscal year 2010-11.

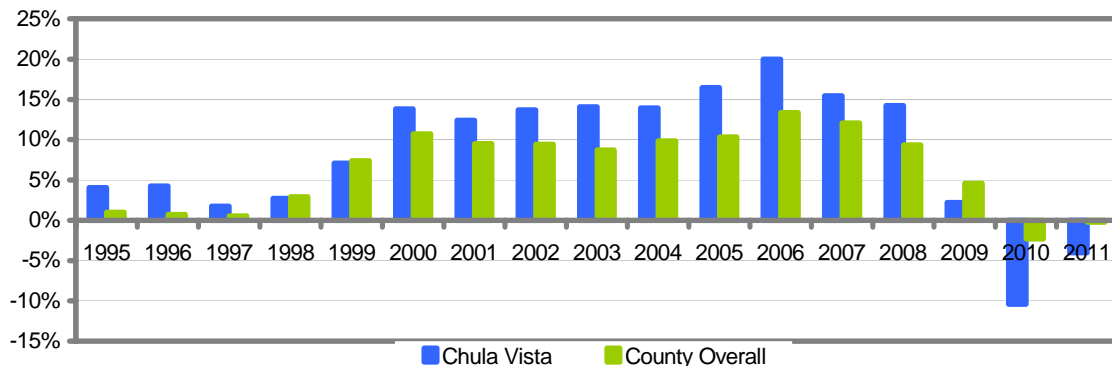
## PROPERTY TAX

Property tax revenues have continued to fall throughout this economic recession with Chula Vista being one of the hardest hit areas. The large number of foreclosures has depressed housing values, and the significant drop in home resale prices has dramatically reduced supplemental property tax revenues. Supplemental property taxes are calculated based on the difference between the current value of a property and the resale value of the property. Typically, property values increase as a property is resold. Due to the current housing crisis, most home resale values have dropped, resulting in a large reduction in supplemental property tax revenue.

Property tax revenues is the City's single largest discretionary revenue source and accounts for 18% of the total revenue for the General Fund. This revenue source is projected at \$25.3 million for fiscal year 2009-10 and is projected to decrease to \$24.0 million in fiscal year 2010-11. Based on projections provided by the County Assessors Office, assessed values in Chula Vista increased by 14% in fiscal year 2007-08 and 2% in fiscal year 2008-09. In fiscal year 2009-10, assessed values decreased by 10.4% and are expected to decrease further based on recent analysis by the County Assessors Office. Preliminary estimates show that Chula Vista assessed values for fiscal year 2010-11 may fall an additional 4% from the prior year; the proposed budget reflects the continued decline in values.

### Historical Change in Assessed Value

City of Chula Vista and Countywide Comparison



Source: County of San Diego Assessors Office. The 2011 assessed value change is a preliminary estimate provided by the County.

## SALES TAX

Prior to fiscal year 2004-05, the City received revenue from a 1% sales tax from all taxable retail sales occurring within the City limits. Beginning in fiscal year 2004-05, the State reduced the local allocation by 0.25% and applied these funds as security for the State's Economic Recovery Bonds. The State committed to replacing the 0.25% sales tax revenues dollar-for-dollar in local property taxes from the County Educational Revenue Augmentation Fund (ERAF). For forecasting and comparison purposes, sales tax revenues are projected at the full 1% rate.

Sales tax revenues are collected by the State at a rate of 8.75% for the San Diego County region. The sales tax revenues are then allocated based on the following rates:

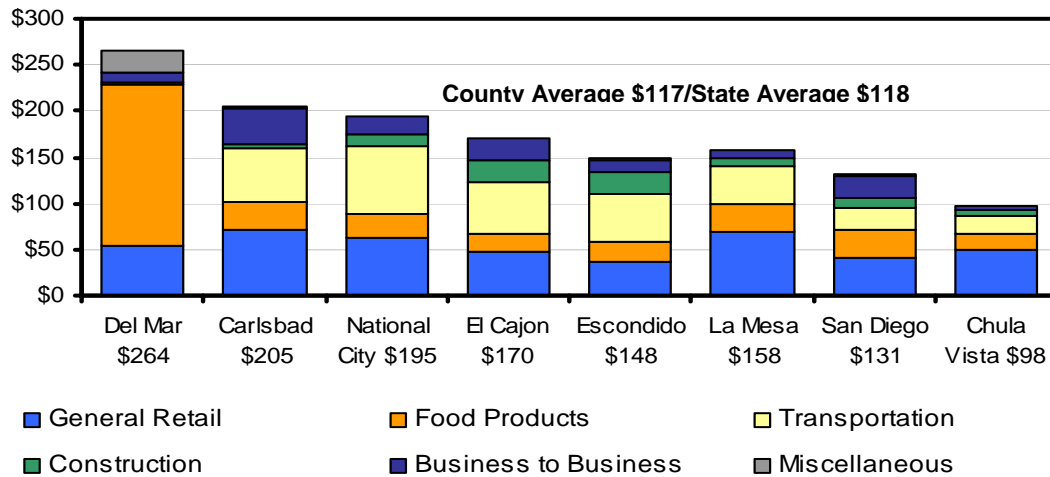
State	7.00%
State Fiscal Recovery Fund (Economic Recovery Bonds)	0.25%
Local Jurisdiction (City or County of place of sale/use)	0.75%
Local Transportation Fund (County of place of sale/use)	0.25%
Local San Diego County Transnet Funding	<u>0.50%</u>
*Total Sales Tax Rate – Chula Vista	8.75%

\*Total sales tax rates will vary by City due to local sales tax initiatives. For example, National City's sales tax rate is 9.75% due to voter approved increase of 1% funding public services.

Sales tax revenue is highly sensitive to economic conditions, and reflects the factors that drive taxable sales, including the levels of unemployment, consumer confidence, per-capita income, and business investment. In addition, the proximity to the Mexican border and the number of transactions related to cross border shopping also makes the City's sales tax revenues particularly susceptible to volatility in the Mexican economy. Sales tax revenue is the City's second largest discretionary revenue source, accounting for 18% of total revenue for the General Fund in fiscal year 2010-11. Due to the current economic recession consumer spending has decreased significantly nationwide. Locally, this reduced spending resulted in a 9.2% decrease in projected sales tax revenue in fiscal year 2009-10. For fiscal year 2010-11, a moderate recovery is projected in this revenue category. The proposed budget reflects an increase of 1.7% or approximately \$389,000 from fiscal year 2009-10 to fiscal year 2010-11.

As noted on the following chart, sales tax on a per capita basis for the City is only \$98 compared to the County average of \$117 and the State average of \$118. This comparison indicates that the City's residents spend a high percentage of their retail dollars elsewhere, especially considering that a healthy share of the City's sales tax revenues are generated by cross-border shoppers. It seems clear that the City must continue to place a high priority on developing the retail business base by focusing on projects such as the expansion of the auto park and the eastern urban center in order to ensure the City's long-term fiscal health.

## Sales Tax Per Capita

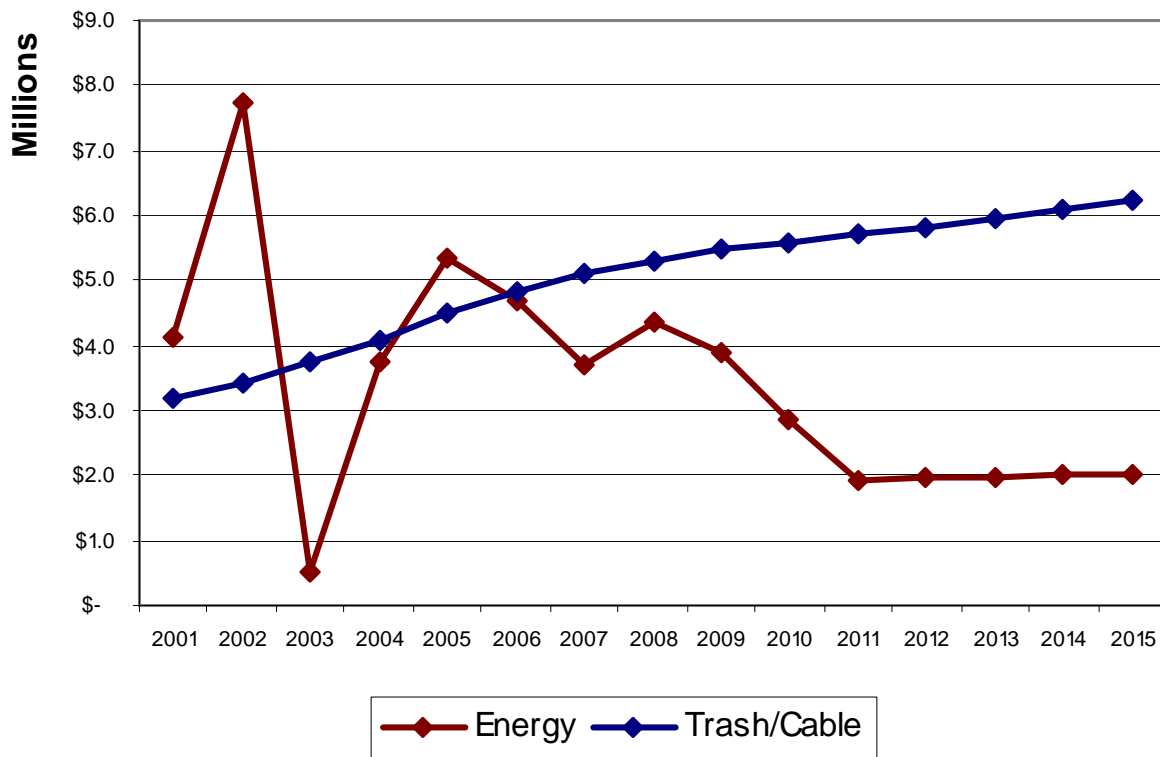


## FRANCHISE FEES

Franchise fee revenues are generated from public utility sources such as San Diego Gas & Electric (2% on gas and 1.25% on electricity), trash collection franchises (9.05% fee), and cable franchises (5% fee) conducting business within City limits. SDG&E is the single largest generator of franchise fees and accounts for approximately 35% of the total franchise revenues. SDG&E collects the franchise fee from Chula Vista customers and through a municipal surcharge imposed on the South Bay Power Plant based on their usage of natural gas. Due to the volatility of the price of natural gas and fluctuation in usage, this component is difficult to project. Trash franchise fees and cable fees are more predictable due to the fixed rates charged and the monthly and quarterly receipt of the revenues respectively. Revenue growth is projected based on population and inflation factors with the exception of the South Bay Power Plant that is impacted by the cost of natural gas and the actual usage of the plant itself.

The following illustrates the historic and projected revenue trends for the City's Franchise Fee revenue. As shown in the following chart, a decrease is projected in fiscal year 2009-10 due to the drop in natural gas prices and the reduced usage of the power plant overall. The fiscal year 2010-11 budget assumes that the South Bay Power Plant is dismantled and is no longer generating franchise fee revenues beginning on July 1, 2010, resulting in a net decrease of \$794,000 when compared to fiscal year 2009-10.

## Franchise Fee Revenues



## MOTOR VEHICLE LICENSE FEES

The Vehicle License Fee (VLF) was initially established in 1948 and directed to local government. The State originally assessed a 2% of value on car registrants on behalf of local governments. In May 2004, in an attempt to assist with the State's fiscal crisis, the State dropped the VLF fee from 2% to 0.65%. Except for the first three months of fiscal year 2004-05, the State back-filled this fee reduction with other State funds.

Beginning in fiscal year 2004-05, the local government share of VLF has narrowed. Cities continue to receive .65% portion of the fee directly from the State, but this amount is now net of County realignment and administrative reductions. The State backfills the gap created by the fee reduction from 2% to 0.65% with an additional allocation of local property tax from County ERAF funds, referred to as the VLF swap. After 2006, the VLF swap was valued at the original 2005 amount, and adjusted by the jurisdiction's annual change in assessed valuation.

As a result in this change by the State, 97% of the City's VLF revenues now fluctuate along with assessed values. With the recent housing market crisis, the VLF revenues dropped by 11% from fiscal

year 2008-09 to fiscal year 2009-10 along with property tax revenues. As discussed previously, based on preliminary projections from the County Assessor another drop in assessed values in fiscal year 2010-11 is anticipated and reflected in the proposed budget.

## **UTILITY USERS TAX**

The City adopted its Utility Users Tax (UUT) in 1970. The City of Chula Vista imposes a UUT on the use of telecom at the rate of 5% of gross receipts, which represents 63% of the total UUT revenues received. The UUT on natural gas services is \$0.00919 per therm and \$0.00250 per kilowatt on electricity services, which equates to approximately a 1% tax. The UUT on natural gas and electricity services accounts for the remaining 37% of UUT revenues.

Total UUT revenues received in fiscal year 2008-09 totaled \$7.8 million, of which \$2.5 million was from energy and \$5.3 million was from telecommunications. Some large telecommunications providers and taxpayers have taken the position that the UUT does not apply to long distance, VoIP (voice over internet), and cellular phone charges.

The City's UUT ordinance (Chula Vista Municipal Code Chapter 3.44) is outdated as it applies to telecommunications usage and needs to be amended to reflect recent changes in Federal tax law and to modernize the definition of telecommunications so that it is technology neutral.

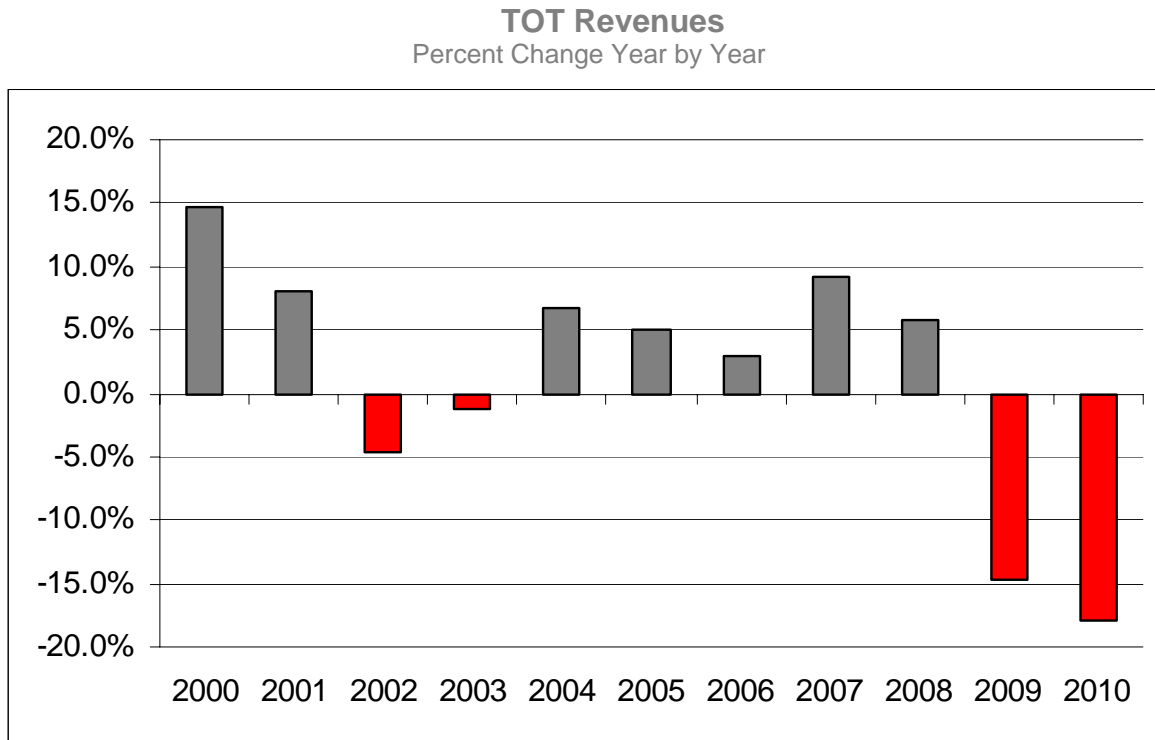
At the June 8, 2010 Council meeting the City Council voted to add a measure to the November ballot asking voter's to consider a measure updating the City's Utility Users Tax ordinance to reflect technological changes in the telecommunications industry.

## **TRANSIENT OCCUPANCY TAX (TOT)**

The City of Chula Vista imposes a Transient Occupancy Tax (TOT) upon all hotel stays within the City boundaries. The TOT tax rate in the City is 10%. The potential for significant revenue growth is feasible provided quality hotels are built in the City. Several potential new hotel developments are being proposed in the City primarily in the Millenia project (formerly known as the Eastern Urban Center project), and the Bayfront.

Based on the Quarterly Travel Forecast prepared for the San Diego Convention and Visitors Bureau dated December 2009, "Average daily rates in San Diego fell more sharply than in some other areas early in the downturn improving San Diego's competitive position. The Average Daily Rate is expected to grow again next year as occupancy improves." Due to the decline in rates in San Diego and low occupancy rates local motel/hotels have reduced their daily rates in order to stay competitive. Accounting for the reduced rates (reductions ranging from 10% to 40%), the weak economy, less travel

to/from Mexico, and less overflow from hotels in downtown San Diego, the City's TOT revenues are projected at approximately \$1.9 million for fiscal year 2009-10 and are projected to remain flat in fiscal year 2010-11. The chart below shows the percentage change in TOT revenues compared to prior year.



## OTHER REVENUE

Revenue projections are continually reviewed and updated by City staff. As described above, major general revenues, such as property taxes, sales taxes, franchise fees, utility users tax and motor vehicle license fees, are projected by the Finance Department based on prior history, growth and inflation projections, and economic climate. Additional assistance in the projection of revenues is provided by subject-matter experts such as the City's sales and property tax consultants, the County Assessor and by reviewing regional and local economic forecasts provided by the UCLA Anderson Forecast and the University of San Diego's Index of Leading Economic Indicators for San Diego County, respectively. The fiscal year 2010-11 budget reflects decreases in program revenues to reflect a downturn in development, adjustments to grant revenues, and the transition of the operation of the Nature Center to a non-profit organization.



## GENERAL FUND EXPENDITURE SUMMARY

The General Fund budget for fiscal year 2010-11 totals \$133.2 million, which reflects an increase of \$2.9 million (2.2%) when compared to the fiscal year 2009-10 projected expenditures and an increase of \$0.1 million (0.0%) when compared to the fiscal year 2009-10 adopted budget. Early in the budget process, the City identified a budgetary shortfall of \$10.9 million. A budget balancing strategy for fiscal year 2010-11 was developed and incorporated into the General Fund Spending Plan that was brought to Council for review and approval on April 13, 2010. The Council voted unanimously to support the City Manager's budget recommendations for fiscal year 2010-11.

### CHULA VISTA GENERAL FUND BUDGET

in thousands (000)

FY 08-09 Actual Expenditures	140,365
FY 09-10 Estimated Expenditures	130,320
<b>FY 10-11 Budget</b>	<b>133,231</b>
<b>% change FY 09-10 to FY 10-11</b>	<b>2.2%</b>

The fiscal year 2010-11 proposed budget represents a 2.2% increase from the fiscal year 2009-10 estimated expenditures. The variances between the two fiscal years are summarized below.

#### Personnel Services (1.4% increase)

Personnel expenditures reflect a 1.4% increase when compared to the fiscal year 2009-10 estimates. This increase is attributable to higher flex/insurance costs, higher PERS rates, MOU salary increases for the Police Officer's Association (POA) and the International Association of Firefighters (IAFF), and higher Fire Department overtime costs based on fiscal year 2009-10 projections. The fiscal year 2010-11 baseline budget includes salary savings of \$5.2 million of which \$3.3 million is related to 31.25 FTE frozen vacant positions. The remaining \$1.9 million budgeted in salary savings is anticipated to come from attrition that occurs during the course of the year.

#### Supplies and Services (-1.5% decrease)

Supplies and services expenditures show a decrease of 1.5% primarily due to net cost reductions needed to close the budget gap. Changes include reductions in elections costs, contractual outside attorney costs, and departmental spending in various discretionary accounts. In addition, a portion of the Police Department's budget for fleet maintenance costs was moved from the General Fund to other eligible funds.

#### Other Expenses (-4.7% decrease)

The Other Expenses category reflects a reduction of 4.7% when compared to the fiscal year 2009-10 estimates. This reduction represents decreases in reimbursements to other agencies and credit card transaction fees partially offset by an increase in expenditures for damages to City property.

#### Operating Capital (12.8% increase)

The change in operating capital of 12.8 % reflects the elimination of capital items purchased for resale at the Nature Center offset by an increase in City expenditures for computer equipment. Due to several years of budget constraints, needed computer purchases and upgrades have been delayed. The Chula Vista Nature Center was transitioned over to a non-profit organization during the 2009-10 fiscal year.

#### Utilities (8.3% increase)

The Utility category shows an increase of 8.3% from the fiscal year 2009-10 estimate; the changes in this category reflect an overall increase in water, gas, and electricity rates.

#### Debt Service/Transfers Out (2.3% increase)

The Debt Service/Transfers Out category shows an increase of 2.3%, which reflects the City's loan repayment to the California Energy Commission (CEC) for energy efficiency and renewable energy improvements at six facilities and an increase in the transfer out to the Development Services Fund is also reflected in this increase.

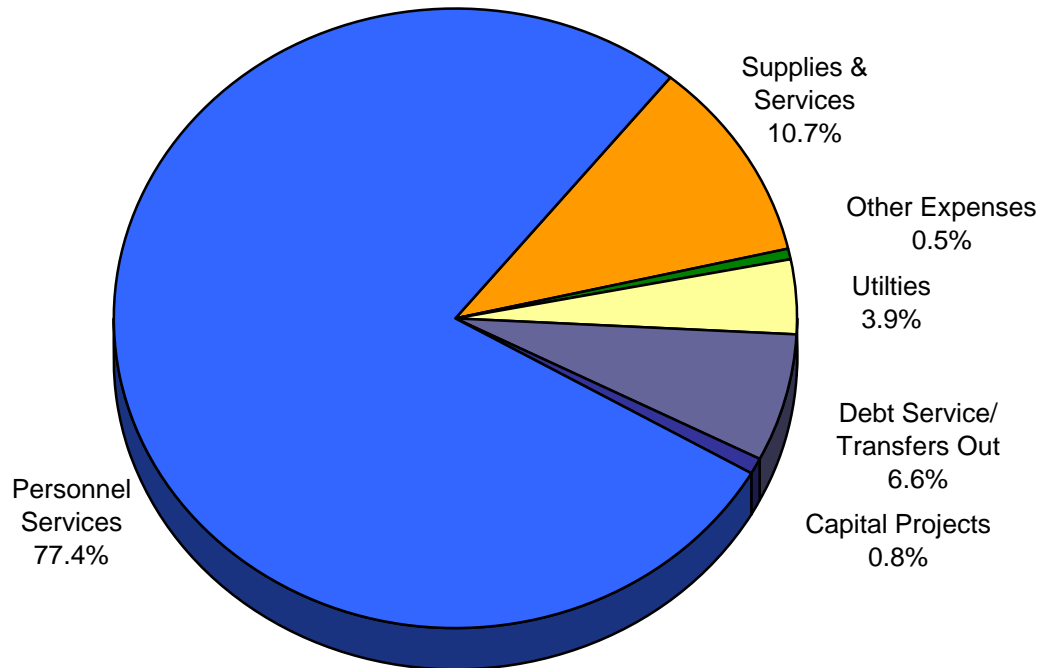
#### Capital Projects

For fiscal year 2010-11, a budget of \$1.1 million was added for two capital improvement projects. These projects encompass the development of land adjacent to the South Chula Vista Branch Library for a community park and replacement of the roof at the South Chula Vista branch Library. Funding for the projects is provided through an increase in the loan repayment from the City's Redevelopment Agency (RDA) to the General Fund. The RDA funding is available through the Tax Allocation Refunding Bonds and must be spent on eligible capital expenditures.

**General Fund Expenditure Summary by Category**  
In Thousands (000)

Category	FY 2008-09 Actual	FY 2009-10 Estimate	FY 2010-11 Budget	Inc/Dec
Personnel Services	\$110,602	\$101,565	\$103,021	\$1,456
Supplies & Services	\$13,276	\$14,511	\$14,270	-\$241
Other Expenses	\$4,303	\$768	\$732	-\$36
Operating Capital	\$84	\$78	\$88	\$10
Utilities	\$4,722	\$4,844	\$5,244	\$400
Debt Service/Transfers Out	\$7,273	\$8,554	\$8,751	\$197
<b>Total Operating Budget</b>	<b>\$140,260</b>	<b>\$130,320</b>	<b>\$132,106</b>	<b>\$1,786</b>
Capital Projects	\$105	\$0	\$1,125	\$1,125
<b>Total General Fund Budget</b>	<b>\$140,365</b>	<b>\$130,320</b>	<b>\$133,231</b>	<b>\$2,911</b>

**General Fund Expenditure Percentage by Category**

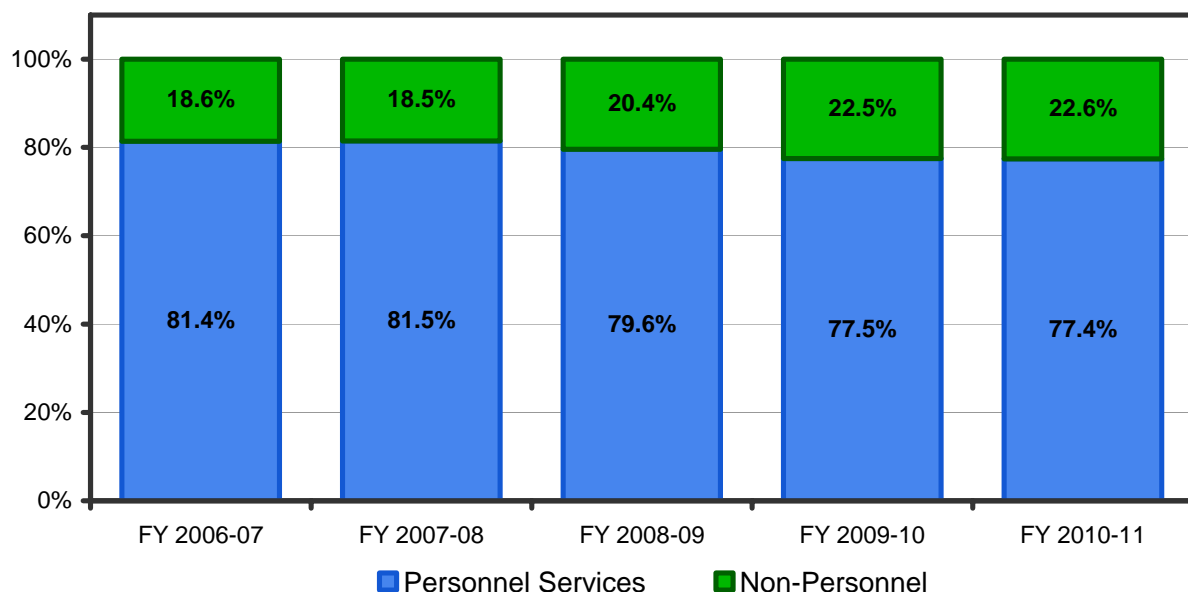


## PERSONNEL SERVICES EXPENDITURES AS A PERCENT OF BUDGET

Personnel Services expenditures (employee salaries and benefits) are by far the largest component of General Fund expenditures. At the beginning of fiscal year 2006-07, personnel services represented 81.4% of the overall general fund budget, compared to the fiscal year 2010-11 adopted level of 77.4%. In fiscal years 2008-09 and 2009-10 the City experienced a steady decrease in the percentage of Personnel Services expenditures while fiscal year 2010-11 has remained relatively flat. This change is reflective of the major staffing reductions the City has implemented since fiscal year 2006-07 in an effort to keep expenditures in line with declining revenues.

### Personnel and Non-Personnel Services Costs

Percent of Council Adopted Budget



## STAFFING LEVELS

Despite the City's population growing at an average rate of 2% over the past 5 years, the number of permanent, full time, benefited employees is 20.5% lower than it was during the fiscal year 2006-07, which represents the peak for staffing. The following table summarizes the staffing changes by service category from fiscal year 2006-07 to fiscal year 2010-11. During this period, positions have been eliminated throughout the City including: Community Services (48.25 positions eliminated; a 42.3% decrease), Legislative and Administrative departments (39.75 positions eliminated; a 27.5% decrease), and Development and Maintenance service (121.0 positions eliminated; a 25.6% decrease). In Public Safety, 16.0 positions (a 10.6% decrease) were eliminated from the Fire Department, primarily due to

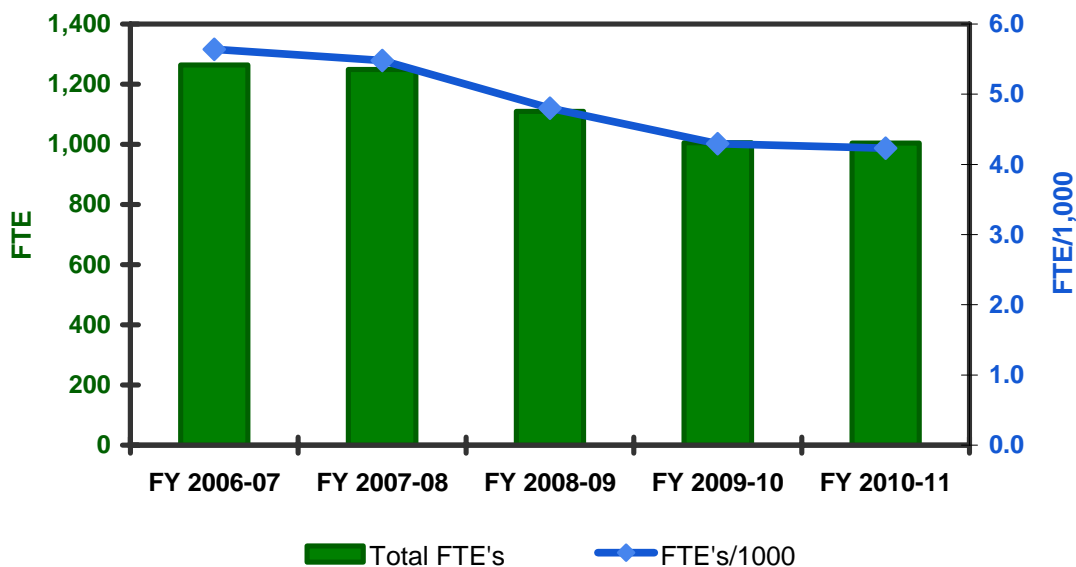
the transition to contractual fire dispatch services, and 34.0 positions were eliminated from the Police Department (an 8.9% decrease).

### Staffing Level FY 2006-07 to FY 2010-11

Council Adopted Budget	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 07 – FY 11 Δ
Legislative and Administrative	144.50	140.00	128.50	100.50	104.75	-39.75
Development and Maintenance	472.75	458.25	398.25	357.75	351.75	-121.00
Public Safety	532.50	540.50	493.50	480.50	482.50	-50.00
Community Services	114.00	109.75	89.25	66.25	65.75	-48.25
<b>Total City Staff</b>	<b>1263.75</b>	<b>1248.50</b>	<b>1109.50</b>	<b>1005.00</b>	<b>1004.75</b>	<b>-259.00</b>

Budget constraints necessitated the net elimination of 259.0 full time equivalent (FTE) positions from the City's high employment mark of 1,263.75 FTEs during fiscal year 2006-07. Due to these cuts, the FTE per thousand residents has decreased from 5.6 employees per thousand residents in fiscal year 2006-07 to an estimated 4.2 employees per thousand residents in fiscal year 2010-11. From January 2006 to January 2010, the city has seen an increase of 2,851 housing units and 13,589 residents (6.1% increase). City parkland currently totals 278 acres with an additional 19 acres to be added during fiscal year 2010-11. Between fiscal years 2006-07 and 2008-09, the City added 18 miles of streets (4.4% increase) and 12 miles of sewer lines (2.5% increase).

### City of Chula Vista Staffing (FTEs) Compared to FTE's per Thousand Residents



## SALARY INCREASES

As demonstrated below, employee costs are expected to increase over the next several years. Existing Memorandums of Understanding (MOU) agreements with the City's various employee bargaining groups originally called for pay increases of 4% in January 2009 and January in 2010 for most employees; however, due to the current economic recession and City budget constraints, the City worked with the bargaining groups to defer or eliminate these pay increases. Police and Fire union members agreed to defer their increases as shown in the following chart. WCE agreed to eliminate their scheduled pay raises. CVEA agreed to eliminate their pay raises but CVEA employees could receive increases up to 4% in January 2011 and January 2012 based on a benchmark market study.

Summary of MOU Salary Increase by Bargaining Group

Date of Salary Increase	POA	IAFF	CVEA <sup>(1)</sup>	WCE & CONF	PROF & MM <sup>(2)</sup>	SM & EXEC
January 2006	10%	8%	3%	3%	3%	3%
January 2007	4%	2%	3%	3%	3%	3%
July 2007	0%	2%	0%	0%	0%	0%
January 2008	4%	4%	4%	4%	0%	0%
January 2009	0%	0%	0%	0%	0%	0%
July 2009	0%	-1%	0%	0%	0%	0%
January 2010	0%	0%	0%	0%	0%	0%
July 2010	1%	0%	0%	0%	0%	0%
January 2011	1%	2%	0%-4%	0%	0%	0%
July 2011 <sup>(3)</sup>	1%	2.5%	0%	0%	0%	0%
January 2012	1.5%	1.5%	0%-4%	0%	0%	0%
July 2012	1.5%	1.5%	(4)	(4)	(4)	(4)
January 2013	1.0%	1.5%	(4)	(4)	(4)	(4)
<b>Compound Increase Jan 2006 - Jan 2013</b>	<b>27.5%</b>	<b>26.5%</b>	<b>See Note (1)</b>	<b>10.3%</b>	<b>6.1%</b>	<b>6.1%</b>
<b>Average Increase per Year</b>	<b>3.4%</b>	<b>3.3%</b>	<b>See Note (1)</b>	<b>1.3%</b>	<b>0.8%</b>	<b>0.8%</b>

(1) CVEA employees could receive increases up to 4% in Jan 2011 and Jan 2012 based on a benchmark market study. Any increase will vary depending on the final negotiated terms.

(2) Professional and Mid Manager's salary is subject to reopener and subsequent meet and confer.

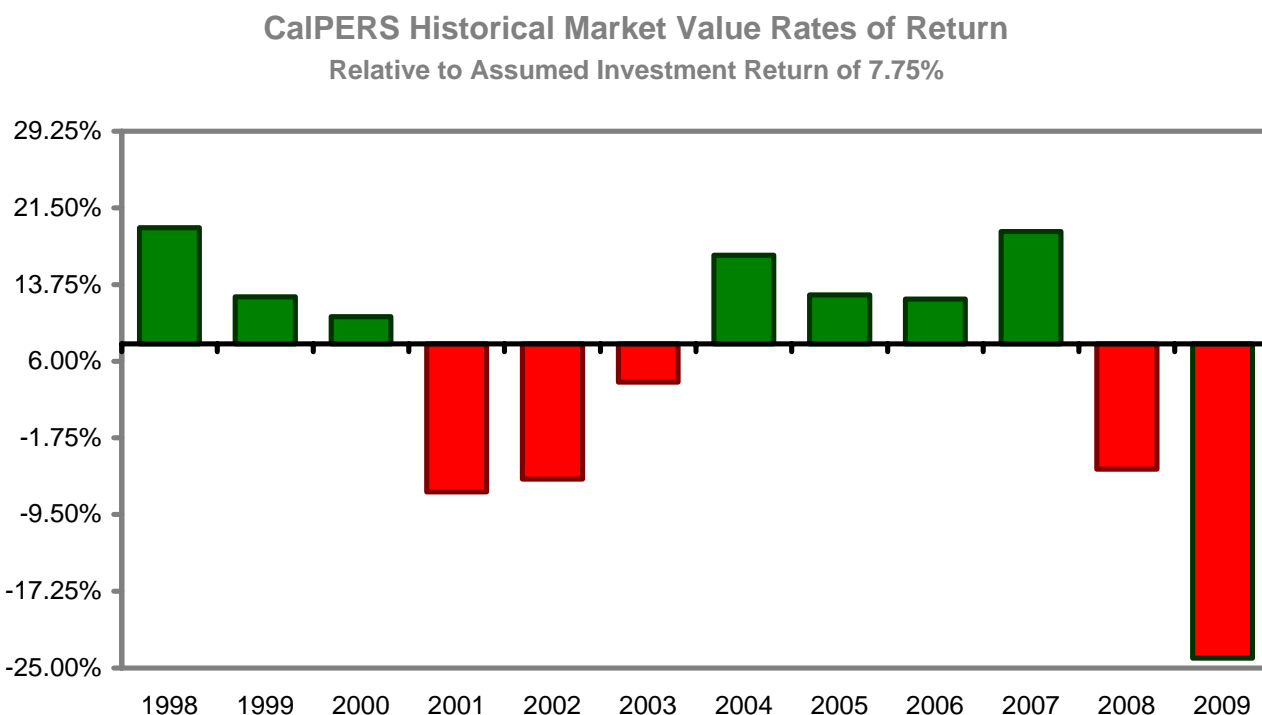
(3) July 2011 IAFF adjustment reflects 1.5% salary increase per Side Letter of Agreement dated February 9, 2009 reinstatement of 1% salary reduction implemented in July 2009 per Side Letter of Agreement dated June 16, 2009.

(4) Past date of existing contracts.

## RIISING RETIREMENT COSTS

The increase in CalPERS costs is a significant budgetary challenge facing the City. The two key factors driving the increased costs were the significant investment losses experienced by CalPERS and enhanced benefits during the same time period. Currently, the budgeted payments made to the retirement system equal 18.0% of the City's General Fund.

Prior to fiscal year 2005-06, the CalPERS investment pool assumed a rate of return of 8.25% and any market gains (or losses) less than that amount could significantly affect the City's overall contribution rate. In fiscal year 2005-06, CalPERS adjusted their investment return assumption to 7.75% and have since adopted an asset smoothing method whereby any losses are spread out over a 15 year period to reduce the City's exposure to market volatility. The following graph shows the actual market rates of return for the CalPERS investment portfolio relative to the current 7.75% assumed rate of return.



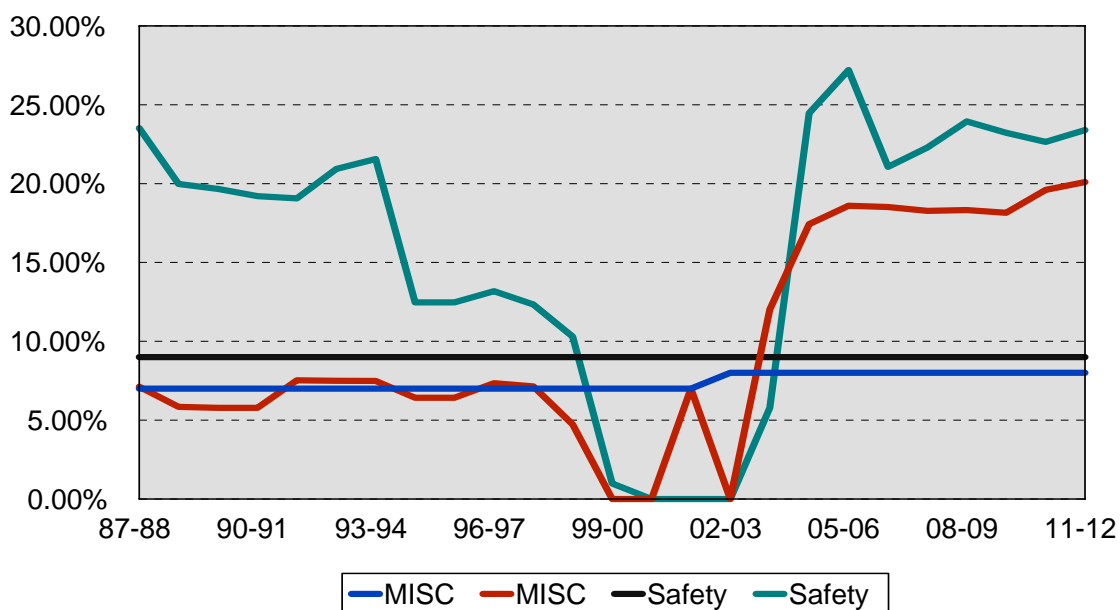
The budgetary impacts caused by the increased employer contribution rates have been significant. The City's PERS contribution rates have increased from 17.4% for safety employees and 8.7% for miscellaneous employees in fiscal year 2001-02 to 34.5% and 29.8% respectively in fiscal year 2010-11. This translates into an increase of \$17.3 million in budgeted PERS contributions – from \$6.6 million in fiscal year 2001-02 to \$23.9 million in fiscal year 2010-11. The vast majority of this increase is related directly to the CalPERS investment losses incurred during fiscal years 2001, 2002 and 2003. These trends are displayed on the chart on the following page. It should be noted that the overall decrease in PERS costs in fiscal years 2008, 2009, and 2010 is a direct result of positions being eliminated from the

budget; CalPERS rates have increased during this same period. CalPERS rates are expected to continue to increase over the next several years due to the significant investment losses experienced in 2008 and 2009 as well as the costs related to the various early retirement incentive programs the City has offered over the last few years in order to minimize layoffs.

Pension reform will be evaluated as part of the development of a long-term strategy for creating a sustainable, balanced budget.

### Increase in Citywide Budgeted PERS Costs Since FY 1987-88

#### CalPERS Rates



#### Notes:

1. Misc. Employee – the 8% employee share is paid by the City as negotiated with individual employee bargaining group.
2. Safety Employee – the 9% employee share was paid by the employee from 87/88 through 93/94. In 94/95 both police and fire paid 7% and the City paid 2%. In 95/96 police and fire paid 7% and 4% respectively with the City picking up 2% and 5% respectively as negotiated. For 96/97 and 97/98 police paid 7% and the City paid 2% and the City paid the entire 9% for fire. From 98/99 forward the City has paid the entire 9% as negotiated with Police and Fire.
3. The City's employer contribution rates rose from 0% for public safety and 0% for miscellaneous in fiscal year 2001-02, during a time the City was "super funded", to 20.02% to 14.78% respectively in fiscal year 2003-04.

## HEALTH CARE COSTS

Kaiser and PacifiCare/AETNA<sup>1</sup> insurance premiums have increased an average of 8% per year since the beginning of fiscal year 2005-06. Taking into account the compounding effect of these increases over time, Kaiser premiums have increased 40.1% during this time while PacifiCare/AETNA premiums have increased 49.2% over the same period. The annual budget for flexible spending accounts has increased from \$10.1 million in fiscal year 2005-06 to \$12.0 million in fiscal year 2010-11. Recent discussions with health care professionals indicate these high trends in health care costs are likely to



continue for the foreseeable future, with an anticipated increase between 7% and 10% effective January 2011. The anticipated increase in health care costs is included in the fiscal year 2010-11 budget.

### Premium Increases by Health Care Provider

(FY 2005-06 to FY 2010-11)

Date of Premium Increase	Kaiser	PacifiCare/ AETNA <sup>1</sup>	Average
January 2006	6.9%	10.0%	8.5%
January 2007	8.5%	16.4%	12.5%
January 2008	5.0%	-2.8%	1.1%
January 2009	8.9%	4.0%	6.5%
January 2010	5.6%	15.3%	10.5%
<b>Annual Average Premium Increase</b>	<b>7.0%</b>	<b>8.6%</b>	<b>7.8%</b>

<sup>1</sup> Effective January 2009, the City switched from PacifiCare to AETNA



## GENERAL FUND DEPARTMENT SUMMARY

The General Fund budget funds the day-to-day operations of most City services. For fiscal year 2010-11 the General Fund budget totals \$133.2 million, which includes funding for the following departments:

- Mayor and City Council
- Boards and Commissions
- City Clerk
- City Attorney
- Administration
- Information and Technology Services
- Human Resources
- Finance
- Non-Departmental
- Animal Care Facility
- Development Services (General Fund)
- Police
- Fire
- Public Works
- Recreation
- Library

To follow is a series of summary reports that reflect the anticipated revenues, expenditures, and staffing information for each of the General Fund departments. Information on department goals and performance measures is also included for the General Fund departments reporting to the City Manager.



## CITY COUNCIL

The Department of Mayor and Council was established in Title 2, Chapter 2.03 of the Chula Vista Municipal Code, (Ord. 2619 Sec. 1, 1994) consistent with Section 501 of the City Charter. The Department is responsible for policy setting, constituent relations, inter-agency relations, and intra-agency policy implementation. It is the professional support office of city government for the Mayor and City Council in the legislative branch and apart from the administrative functions of the City.

The City Council is comprised of a full-time Mayor and four part-time Council members. They are the governing and legislative body of the City. All powers of the City reside in the Council (the Mayor is considered a member of the Council) unless expressly delegated, assigned or excluded by the City Charter or controlling state or federal law. (Article II, Sec. 201 City Charter). The City Council sets policy for the City through its legislative, budget and expressly granted executive functions.

The Mayor and City Council are elected at-large, and each holds office for a four-year term. The City Manager and City Clerk, the primary executive and document support officials, are appointed by and serve at the pleasure of the Council. The City Council reviews and approves the budget, enacts ordinances, authorizes public improvements, adopts traffic regulations, approves contracts, and sits as the Redevelopment Agency and Housing Authority. The City Council is also granted some expressly defined executive functions such as confirmation authority over all executive management and department head appointments.

In addition, the Mayor has eight specific responsibilities defined in the City Charter, these are:

- (1) To report to the City Council annually and from time to time on the affairs of the City and to recommend for its consideration such matters as deemed expedient, and,
- (2) To be the official head of the City for all political and ceremonial purposes and to be recognized by the courts for the purpose of serving civil process, for the signing of all legal instruments and documents, and by the Governor for emergency purposes, and
- (3) In the time of public danger or emergency, the Mayor, with the consent of the council, and for such period as the council may fix, to take command of the police, maintain order and enforce the law, and
- (4) To assume the primary, but not the exclusive responsibility, for interpreting to the people the policies, programs and needs of the City government and for informing the people of any major change in policy or program. The Mayor may represent the City in any and all matters involving other governmental agencies, provided that no act, promise, commitment or agreement entered into or committed by the Mayor shall be binding upon the City of Chula Vista unless duly authorized or ratified by the City Council, and
- (5) To represent the City in all regional public agencies which require an elected City official, unless otherwise determined by the City Council, and
- (6) To supervise the operation of the Mayor/Council office and personnel assigned thereto,
- (7) To perform such other duties consistent with the office as may be prescribed by this Charter or delegated to the Mayor or imposed on the Mayor by the City Council if not inconsistent with the provisions of this Charter, and
- (8) To exercise the full-time function as Mayor of the City during the usual business hours that the offices of the City are open, and such other hours and times as shall be necessary to discharge in full the duties imposed upon the Mayor.

Under Section 304 (4) of the City Charter, The Mayor is assigned the primary responsibility for interpreting to the community the policies, programs, needs of the City government and communicating any change in these policies and programs. By Charter, the Mayor is designated as the City's representative to serve on committees that review policies, programs and practices at regional, state, national and international levels. This is accomplished through work on bodies such

as SANDAG, the League of California Cities, the U.S. Conference of Mayors, and the International Council for Local Environmental Initiatives.

## RESPONDING TO THE COMMUNITY

The Mayor and Council members respond to requests from the public. They support resident input and participation in policy-setting and review of city operations. City Boards and Commissions, active civic, interest, and community groups offer valued and diverse feedback. The flow of information between residents and City Hall is welcomed and encouraged. In addition to phone calls, letters, and email, the public can learn more about Council actions by visiting the City's web site at [www.chulavistaca.gov](http://www.chulavistaca.gov).

Regular City Council meetings can be viewed live on cable channel 24 and at [www.chulavistaca.gov](http://www.chulavistaca.gov). They can be retrieved later from the City's website.

The Constituent Services Manager facilitates the Mayor's role established by City Charter as having the primary responsibility for communicating with the community regarding City policies and programs. While each Council member can respond to community inquiries, the Mayor is vested with the responsibility to do so. The Constituent Services Manager facilitates coordinating incoming concerns and efficiently handles a timely response. This process means that responsive City departments get one referral not five, and constituents receive a factual and consistent response. Problems are addressed either directly or by referral to the responsible department. Responses to requests for assistance are made within as short a time frame as possible.

# CITY COUNCIL

## MISSION STATEMENT

The City Council is comprised of a fulltime Mayor and four part-time Councilmembers. The Mayor and City Council are elected at-large, and each holds office for a four-year term. The City Council reviews and approves the budget, enacts ordinances, authorizes public improvements, adopts traffic regulations, approves contracts, and sits as the Redevelopment Agency and Housing Authority.

## SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
<b>Personnel Expenses</b>				
Salaries	624,724	584,774	537,576	571,866
Hourly Wages	148,836	121,096	151,615	170,228
Health Benefits	121,997	124,883	126,193	133,533
Retirement Benefits	203,554	187,789	187,568	188,095
Other Personnel Expense	47,374	55,368	53,091	50,595
<b>Personnel Expenses Subtotal</b>	<b>1,146,485</b>	<b>1,073,910</b>	<b>1,056,043</b>	<b>1,114,316</b>
<b>Non-Personnel Expenses</b>				
Supplies and Services	135,747	20,735	100,369	86,402
Utilities	1,575	1,059	1,290	1,290
<b>Non-Personnel Expenses Subtotal</b>	<b>137,322</b>	<b>21,794</b>	<b>101,659</b>	<b>87,692</b>
<b>TOTAL EXPENDITURES</b>	<b>\$1,283,807</b>	<b>\$1,095,704</b>	<b>\$1,157,702</b>	<b>\$1,202,008</b>
<b>REVENUE RECOVERY %</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
<b>AUTHORIZED FULL TIME POSITIONS</b>	<b>14.00</b>	<b>14.00</b>	<b>13.00</b>	<b>13.00</b>



## BOARDS AND COMMISSIONS

The process of establishing boards and commissions is one that began with the City Charter as a method to give citizens a greater voice in the determination of policies at all levels of government. Four commissions were established by the Charter- the Planning Commission, the Board of Library Trustees, Civil Service Commission, and the Parks & Recreation Commission. All other boards and commissions have been established through an ordinance or resolution since that time in order to meet a specific need of the City Council. The members for Chartered commissions are appointed by a majority vote of the City Council, with applications for these appointments accepted throughout the year from all interested residents.

# BOARDS & COMMISSIONS

## MISSION STATEMENT

The process of establishing boards and commissions is one that began with the City Charter as a method to give citizens a greater voice in the determination of policies at all levels of government. Four commissions were established by the Charter- the Planning Commission, the Board of Library Trustees, Civil Service Commission, and the Parks & Recreation Commission. All other boards and commissions have been established through an ordinance or resolution since that time in order to meet a specific need of the City Council. The members for Chartered commissions are appointed by a majority vote of the City Council, with applications for these appointments accepted throughout the year from all interested residents.

## SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
<b>Non-Personnel Expenses</b>				
Supplies and Services	8,864	4,350	14,736	14,736
<b>Non-Personnel Expenses Subtotal</b>	<b>8,864</b>	<b>4,350</b>	<b>14,736</b>	<b>14,736</b>
<b>TOTAL EXPENDITURES</b>	<b>\$8,864</b>	<b>\$4,350</b>	<b>\$14,736</b>	<b>\$14,736</b>
<b>REVENUE RECOVERY %</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
<b>AUTHORIZED FULL TIME POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

## CITY CLERK

The City Clerk is the Municipal Elections Official, Political Reform Filing Officer, and is responsible for legislative services, records management, and passport services. The Office of the City Clerk also manages public inquiries and Public Records Act requests, and provides support and information to the City Council, City staff, and the public.

As the Elections Official: it is the responsibility of the City Clerk to plan and conduct the City's elections in accordance with all applicable local, state, and federal laws. The City Clerk issues, reviews, and accepts nomination petitions; coordinates with the County Registrar of Voters to conduct the elections; processes initiative, referendum, and Charter amendment petitions for placement on the ballot; and accepts voter registration applications. Chula Vista's municipal elections are conducted biennially to elect members of the City Council, and every four years to elect the Mayor and the City Attorney.

As the Political Reform Act Filing Officer, the City Clerk is responsible for receiving, reviewing, and maintaining campaign finance disclosure statements submitted by candidates and committees that receive and spend campaign-related funds. As part of the legislative services program, the City Clerk handles a variety of tasks from updating and maintaining the Municipal Code to recording, certifying, and preserving the actions of the City Council.

Records management includes preserving the City's vital and permanent records (minutes, resolutions, and ordinances). City of Chula Vista records date back to 1911, the year of the City's incorporation. Many of these records have been digitized, and are available on the Internet.

The City Clerk's department also offers passport application services. This is a comprehensive service that includes application review and verification, along with the transmittal of completed

applications to the United States Department of State for final processing. As an added convenience, passport photography is also offered.

# CITY CLERK/ELECTIONS

## MISSION STATEMENT

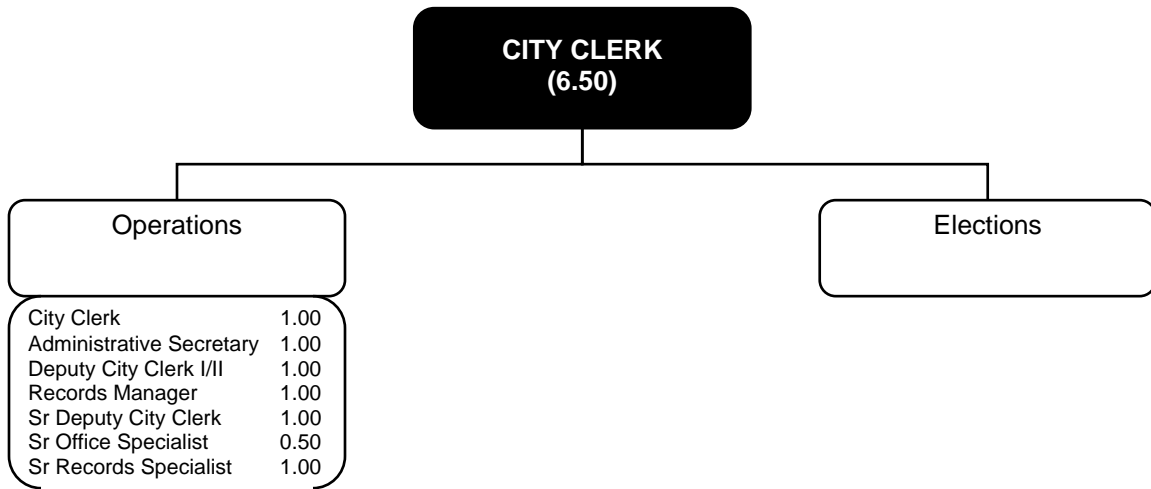
The City Clerk's Office is committed to accurately recording and preserving the actions of the City Council; safeguarding all vital, historic and permanent records of the City; providing information and support to the City Council, City staff, and the public in a timely, courteous and fiscally responsible manner; and administering open and free elections in accordance with statutory requirements.

## SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
<b>Personnel Expenses</b>				
Salaries	605,448	436,922	448,769	468,634
Health Benefits	88,660	68,105	54,011	81,026
Retirement Benefits	181,899	135,762	138,792	153,712
Other Personnel Expense	17,016	27,115	22,399	24,871
<b>Personnel Expenses Subtotal</b>	<b>893,023</b>	<b>667,904</b>	<b>663,971</b>	<b>728,243</b>
<b>Non-Personnel Expenses</b>				
Supplies and Services	296,399	358,670	469,736	206,921
Capital	2,193	0	0	0
Utilities	690	526	528	628
<b>Non-Personnel Expenses Subtotal</b>	<b>299,282</b>	<b>359,196</b>	<b>470,263</b>	<b>207,549</b>
<b>TOTAL EXPENDITURES</b>	<b>\$1,192,305</b>	<b>\$1,027,100</b>	<b>\$1,134,234</b>	<b>\$935,792</b>
<b>REVENUES</b>				
Charges for Services	56,747	62,619	58,515	51,600
Other Revenue	52,434	6,031	0	0
<b>ESTIMATED TOTAL REVENUES</b>	<b>\$109,181</b>	<b>\$68,650</b>	<b>\$58,515</b>	<b>\$51,600</b>
<b>REVENUE RECOVERY %</b>	<b>9%</b>	<b>7%</b>	<b>5%</b>	<b>6%</b>
<b>AUTHORIZED FULL TIME POSITIONS</b>	<b>8.50</b>	<b>7.50</b>	<b>6.50</b>	<b>6.50</b>

# CITY CLERK/ELECTIONS

## ORGANIZATIONAL CHART



Total GF FTE	6.50
Total Non GF FTE	0.00
Total Dept FTE	6.50

## CITY ATTORNEY

In accordance with a June, 2010 voter approved City Charter amendment, the City Attorney will be changing from a City Council appointed position to an elected City Attorney. The new elected City Attorney will be sworn in December 2010. The City Attorney's primary function is to act as the City's general counsel. As the City's general counsel, the City Attorney provides a full range of legal services to the City and is the chief legal advisor to the City Council, City Manager, Redevelopment Agency, City departments, and all appointed boards and commissions. While performing duties as the City's chief legal advisor, the City Attorney, among other things, manages all outside counsel, reviews and negotiates City and Redevelopment Agency agreements, proffers advice on labor and employment issues, helps draft and review legislation, litigates civil cases, and prosecutes a limited number of Municipal Code violations.

In addition to the City Attorney, the City Attorney's office is staffed by seven full-time attorneys and four administrative and support assistants.

The City Attorney's Office does not provide private legal advice to citizens nor does it prosecute violations of the California Penal Code, California Vehicle Code, or other violations of State law.

### **City Attorney's Practice Areas**

The City of Chula Vista City Attorney's Office provides legal counsel and representation to the City's elected and appointed policy-makers. It serves the public interest by providing these clients with the affordable, high quality legal advice and representation that they need to best achieve their policies and goals. The Office's responsibilities revolve around seven specialized areas of practice in which attorneys provide legal counsel as well as representation in litigation at all levels of state and federal courts and administrative agencies.

**Contracts** - Handles legal services at all stages of contract formulation, implementation and enforcement, including negotiation, drafting, administration and litigation. The City Attorney develops and maintains standardized City contracts and participates as counsel in complex transactions such as capital projects for multi-million dollar construction, developers agreements, and site licenses for wireless telecommunication providers.

**Land Use** - Handles counsel on zoning, planning, growth management, code enforcement, state environmental policy, low-income housing development, preservation of historic properties, and acquisition of public property for open space, parks, and other public facilities.

**Redevelopment and Real Estate** - Provides legal support to the City Council, City Manager, Redevelopment Agency and various City departments in connection with a wide range of redevelopment and real estate issues. Common issues in this area of practice include property acquisition and disposition, disposition and development agreements, public improvements, design-build agreements, franchises, affordable housing transactions, long-term energy policies, and redevelopment plan administration.

**Employment/Labor** - With over 1,000 City employees, including many union members, the personnel and labor issues facing the City are complex and diverse. In conjunction with the City's Human Resources Department, the City Attorney is responsible for personnel policy development and labor relations matters, including civil service and arbitration proceedings.

**Municipal Law** - Handles legal advice on diverse areas of local government law such as municipal finance and budgeting, taxation, legislation drafting and Municipal Code supervision, public disclosure and inter/intra-governmental relations.

**Torts** - Primarily engaged in litigation, defending the City in personal injury and property damage cases, which span the spectrum from minor matters to multi-million dollar lawsuits. The City Attorney works closely with the Risk Management's claim management team, which handles administrative claims against the City.

**Code Enforcement** - Enforces the City Code provisions related to building codes, zoning, neighborhood preservation and vehicles on private property. Violations are addressed by employing the various enforcement tools available to the City: administrative actions, civil actions and/or criminal prosecution. The City Attorney provides further assistance by litigating the abatement, securing and/or demolition of substandard properties.



# CITY ATTORNEY

## MISSION STATEMENT

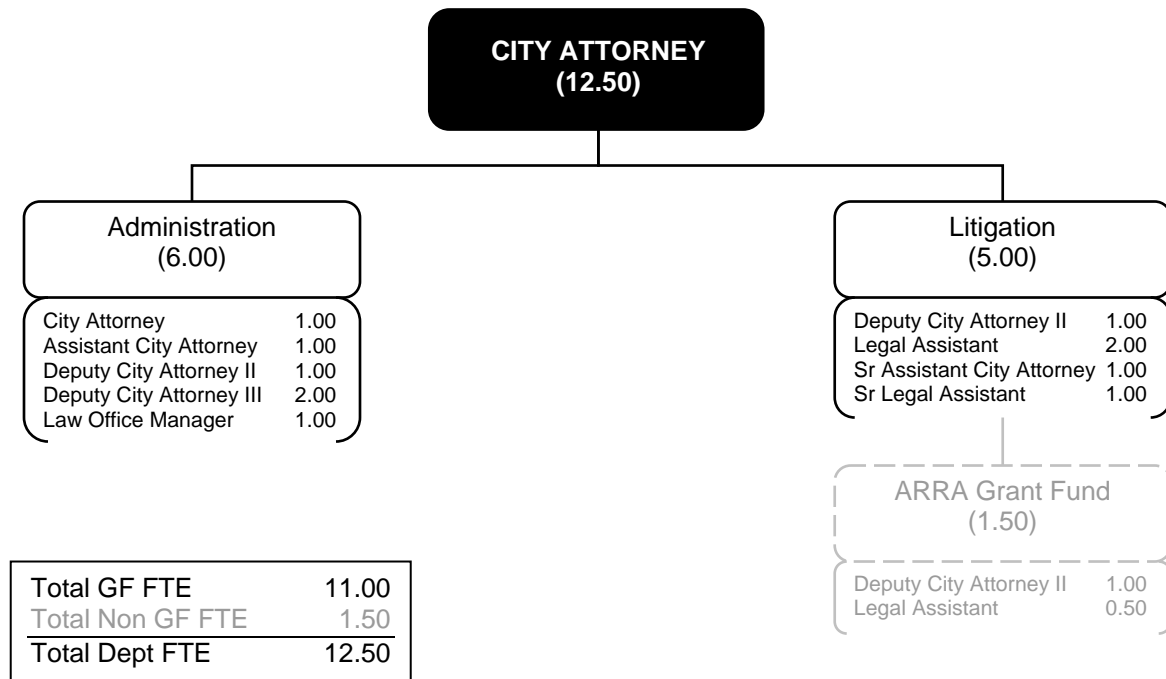
The mission of the Chula Vista City Attorney's Office is to provide legal advice and support to the Mayor and Council, City departments, and boards and commissions in the conduct of City business, represent the City before judicial and administrative agencies in civil litigation proceedings and prosecute misdemeanor violations of the Chula Vista Municipal Code.

## SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
<b>Personnel Expenses</b>				
Salaries	1,421,499	943,568	961,559	1,261,732
Hourly Wages	487	0	0	1,780
Overtime	39	0	0	0
Health Benefits	139,558	109,895	98,670	150,160
Retirement Benefits	458,900	288,556	302,716	411,236
Other Personnel Expense	41,901	39,264	39,733	(74,781)
<b>Personnel Expenses Subtotal</b>	<b>2,062,384</b>	<b>1,381,283</b>	<b>1,402,678</b>	<b>1,750,127</b>
<b>Non-Personnel Expenses</b>				
Supplies and Services	462,982	628,302	463,225	418,805
Utilities	1,996	1,196	1,374	1,447
<b>Non-Personnel Expenses Subtotal</b>	<b>464,978</b>	<b>629,498</b>	<b>464,599</b>	<b>420,252</b>
<b>TOTAL EXPENDITURES</b>	<b>\$2,527,362</b>	<b>\$2,010,781</b>	<b>\$1,867,277</b>	<b>\$2,170,379</b>
<b>REVENUES</b>				
Charges for Services	81,116	138,761	45,369	109,762
Other Revenue	301,432	154,197	36,225	88,270
Transfers In	8,163	8,561	8,163	8,163
<b>ESTIMATED TOTAL REVENUES</b>	<b>\$390,711</b>	<b>\$301,519</b>	<b>\$89,757</b>	<b>\$206,195</b>
<b>REVENUE RECOVERY %</b>	<b>15%</b>	<b>15%</b>	<b>5%</b>	<b>10%</b>
<b>AUTHORIZED FULL TIME POSITIONS</b>	<b>14.00</b>	<b>12.00</b>	<b>10.00</b>	<b>11.00</b>

# CITY ATTORNEY

## ORGANIZATIONAL CHART



## ADMINISTRATION

The Administration Department implements City Council policies, administers the organization and delivery of services to the community, and oversees the City's daily operations. In addition to the City Manager's Office, the department includes Conservation & Environmental Services and provides oversight for the Animal Care Facility. Information for the Animal Care Facility is included later in this section.



The City Manager's Office is responsible for the day-to-day operations of the City's government services. The City Manager, appointed by the City Council, serves as the City's chief executive officer and manages the day-to-day operations of all City departments. The City Manager supports the City Council's goals and objectives through execution of policies and procedures designed to efficiently and effectively carry out the City Council's directives, and to ensure the preparation and monitoring of a fiscally sound operating budget.

The City Manager's Office also includes Communications staff, which serves as the official source of news and information about the City. Communications manages media relations, which includes: writing and distributing news releases; scheduling interviews and news conferences; organizing press conferences and answering inquiries from reporters. Communications produces Community Connections, the City's free online newsletter that provides residents and businesses with the latest City news. This at-a-glance resource includes information about City services, programs and events. Community Connections can be found on the City's website [www.chulavistaca.gov](http://www.chulavistaca.gov).

Communications provides creative services citywide in the areas of event planning, graphic design, copy writing, editing and marketing. Staff produces all City brochures, publications, invitations, flyers, news releases, events-related materials and certain advertisements. Through the City's permitting process, event organizers can coordinate City services through special events, block party and professional filming permits.

The Conservation & Environmental Services' mission is to serve the community's environmental needs and to assist in its pursuit of a healthy, prosperous and secure environment for all citizens. Conservation & Environmental Services staff work with and on behalf of the community to preserve and restore land, air, water and other natural resources in ways that advance the welfare of present and future generations.



Conservation & Environmental Services seeks to provide the foundation for an economically and environmentally sustainable community, invest in public education and the emerging technologies for tomorrow's environmental solutions, provide businesses with a competitive edge and the prosperity to create quality jobs in the pursuit of those solutions, assist the community's environmental leadership, foster the development of the next generation of local environmental leaders; and develop a greater appreciation among all citizens for the full value of the community's natural resources. The Conservation & Environmental Services also serves the community's utility needs by assisting with the development of competitive residential and commercial service options and by providing service issue support, advocacy and representation before regulatory agencies.

# ADMINISTRATION

## MISSION STATEMENT

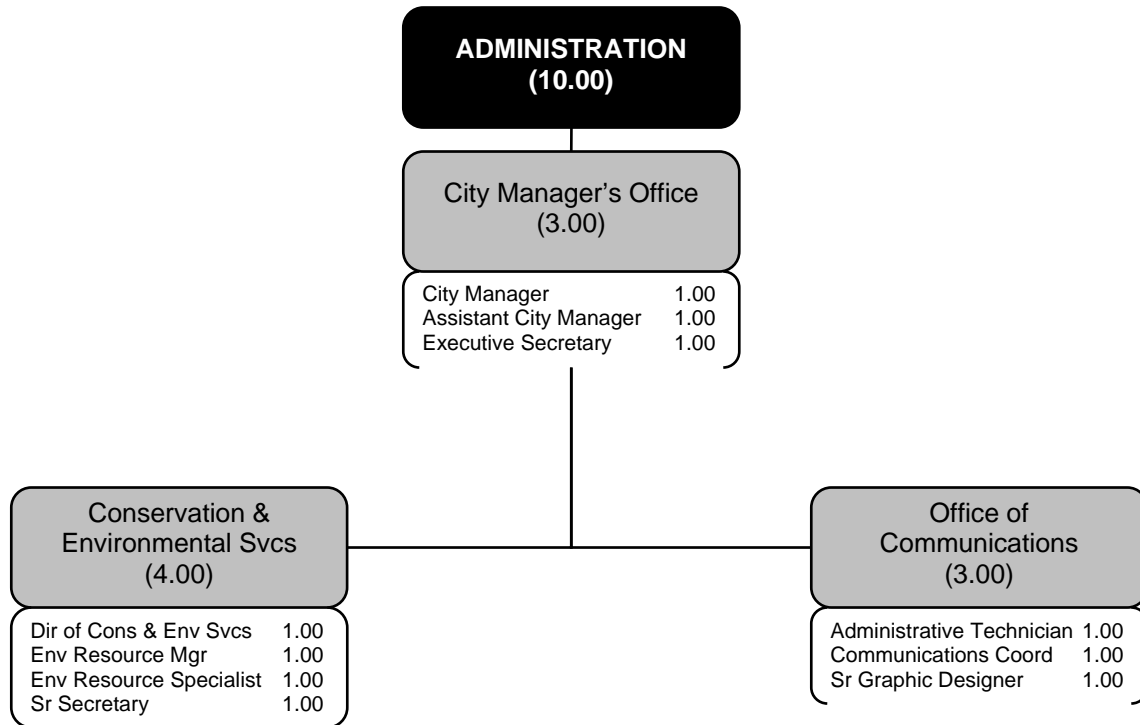
The mission of the Administration Department is to provide the leadership necessary for the implementation of City Council policies, administration of the organization and delivery of services to our community.

## SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
<b>Personnel Expenses</b>				
Salaries	2,019,508	2,657,464	1,024,097	1,087,678
Hourly Wages	12,365	4,821	8,821	5,657
Health Benefits	204,761	276,649	94,097	134,214
Retirement Benefits	635,203	733,662	338,168	373,510
Other Personnel Expense	63,516	144,629	57,119	59,679
<b>Personnel Expenses Subtotal</b>	<b>2,935,353</b>	<b>3,817,225</b>	<b>1,522,301</b>	<b>1,660,738</b>
<b>Non-Personnel Expenses</b>				
Supplies and Services	212,858	196,636	71,786	125,966
Utilities	2,351	2,523	1,267	1,550
<b>Non-Personnel Expenses Subtotal</b>	<b>215,209</b>	<b>199,159</b>	<b>73,054</b>	<b>127,516</b>
<b>TOTAL EXPENDITURES</b>	<b>\$3,150,562</b>	<b>\$4,016,384</b>	<b>\$1,595,355</b>	<b>\$1,788,254</b>
<b>REVENUES</b>				
Other Local Taxes	0	0	50,000	50,000
Revenue from Other Agencies	0	500	0	0
Charges for Services	93,403	65,102	3,411	1,261
Other Revenue	466,438	574,876	328,700	385,151
Transfers In	15,698	5,107	0	0
<b>ESTIMATED TOTAL REVENUES</b>	<b>\$575,539</b>	<b>\$645,585</b>	<b>\$382,111</b>	<b>\$436,412</b>
<b>REVENUE RECOVERY %</b>	<b>18%</b>	<b>16%</b>	<b>24%</b>	<b>24%</b>
<b>AUTHORIZED FULL TIME POSITIONS</b>	<b>19.00</b>	<b>26.00</b>	<b>10.00</b>	<b>10.00</b>

# ADMINISTRATION

## ORGANIZATIONAL CHART



Total GF FTE	10.00
Total Non GF FTE	0.00
Total Dept FTE	10.00

# ADMINISTRATION

## STRATEGIC GOALS

### CLEAN GREEN HEALTHY ENVIRONMENT

#### ■ Implement climate action plan:

- *City fleet emission reductions*
- *Contract fleet emission reductions*
- *Free Resource Energy Business Evaluation (FREBE)*
- *Building and Infrastructure Energy and Water codes and standards for efficiency*
- *Citywide building retrofit program; Parcel Assessed Clean Energy (PACE)/ Home Upgrade Carbon Downgrade*
- *Smart Growth transportation planning integration*
- *Water Conservation*
- *Adaptation Plan*
- *Public Education & Outreach*

**Status:**

- *Perform annual GHG Inventory: January - September*
- *Produce and report Semi-Annual Sustainability Program Report: September - October*
- *Develop Working Group Adaptation Report: September - October*
- *Continuing Departmental Collaboration: Ongoing*
- *Continuing Community Outreach: Ongoing*

### FISCAL RESPONSIBILITY

#### ■ Local purchase and job creation

*Utilize the Energy Efficiency Block Grants (EEBG) program to leverage and pilot business to business job and tax creation for future projects. Measure and evaluate investment and potential multiplier effect if any.*

**Status:**

- *Establish regulatory and legally acceptable RFP process: 1/10 - 5/10*
- *Use Pre-bid workshops to establish business to business/ chamber connections: 5/10 - 8/10*
- *Work with selected contractor to identify local hire, vocational education and local purchasing: 5/10 to project completion*
- *Measure and evaluate outcomes and multiplier effect, if any: 9/10 to project completion*

### ■ Secure Utility Users' Tax Telecommunications Ordinance

*Modernize the telephone Utility Users' Tax section of the Municipal Code to address the regulatory and technical changes to the telecommunication industry and secure the current revenue stream that is being remitted to the City by the vast majority of the telecommunications industry under the Stream Line Sales and User Tax guidelines.*

*Maximize the Master License Agreement (MLA) process to increase General Fund lease revenues from \$400,000 to \$600,000 and further secure Telecommunications Tax revenues under the MLA contract provisions.*

**Status:**

- Fiscal Emergency Ordinance: Done
- Council places measure on ballot: Done
- Comprehensive public outreach and education to disseminate facts: 7/10 - 11/10
- Amend Code if ballot is successful: 12/10 - 3/11
- Identify telco industry participants not using the City: 6/10 - 8/10
- Update and Disseminate property site map: Done
- Market City facilities & property to existing and potential telco users/site acquisition consultants for at least 10 new wireless telecommunications facility sites: Quarterly outreach

## GOOD GOVERNMENT

### ■ Create and implement a communication strategic plan to better inform public and City staff

*Complete and initiate implementation with Council staff and civic leaders.*

**Status:** Draft plan completed in July 2010.

### ■ Initiate organizational performance metrics

*Establish performance metrics and populate database for all departments. Establish executive level reporting process.*

**Status:** The establishment of performance metrics and populating databases is about 95% complete citywide.



# ADMINISTRATION

## STRATEGIC GOALS

### ■ Initiate Continuous Improvement Program

*Develop agreement with Goodrich to train at least 30 City employees in LEAN principles.*

**Status:** Goodrich has agreed to train 14 City managers in calendar year 2010.

## KEY PERFORMANCE MEASURES

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ESTIMATED	2010-11 PROJECTED
Communications - Average number of City website hits per month	5,812,306	6,045,862	5,981,483	N/A
\$ Master License Agreement Revenues	\$250,000	\$250,000	\$400,000	\$600,000
\$ Utility Users' Tax - Telecomm	N/A	\$4,000,000	\$4,900,000	\$3,000,000
FREEBE Program Inspections	N/A	548	1,000	1,100



## INFORMATION AND TECHNOLOGY SERVICES

The Information and Technology Services (ITS) Department provides citywide technology services, solutions, and support to all departments within the City. These services include administration, finance, public safety, and resident online services. ITS develops, implements, operates, and maintains computer systems in order to improve the operational efficiency and effectiveness of user departments.

The Technology and Support line of business provides technical guidance, training and assistance to employees on over 1,000 microcomputers throughout the City and manages the City's local area networks, which are comprised of over 60 network servers. ITS also maintains the City's T1 lines (used to connect the nine remote fire stations and eight community centers to the Citywide network), fiber optic lines, microwave and T3 lines connecting other remote facilities.

The Geographic Information System (GIS) and Application Support line of business provides mapping, data modeling and analysis, and development of custom applications used by staff on a daily basis. ITS also provides GIS services to the general public through map and data sales and also web-enabled mapping applications. With over 100 unique data layers, ITS staff manages one of the most extensive, fully integrated GIS databases in San Diego County. As a multi-departmental resource, the city's GIS has developed into a critical decision making tool used by City staff and the general public on a daily basis. GIS staff created an online mapping system that received national recognition for its integration of GIS data with the city's Laserfiche document management system.

The Telecommunications line of business handles voice communication installations, consultation, planning, maintenance, and support services citywide. This function serves over 1,000 users daily and plays a critical part in providing communication citywide. As in the case of Public Safety, telecommunications provides the vital link between first responders, (law enforcement, fire fighters, medical, ambulance or other emergency services) ensuring they have access to reliable, interoperable communications to assist those in need during and after emergencies by disseminating critical information to subsequent responders and the public. It is one of the most critical resources in public safety.

The ITS webmasters and Programming staff provide support for the City's website as well as electronic government applications such as park reservations, recreation, library features and others. These applications are the City's first point of contact and are vital in linking the City with the online world. They also allow residents and visitors alike to experience and appreciate valuable and accurate information online, all the time. The City's continued expansion of online services results not only in improved customer services but also furthers the City's green paperless initiative to reduce environmental impacts associated with printing materials.

# INFORMATION TECHNOLOGY SERVICES

## MISSION STATEMENT

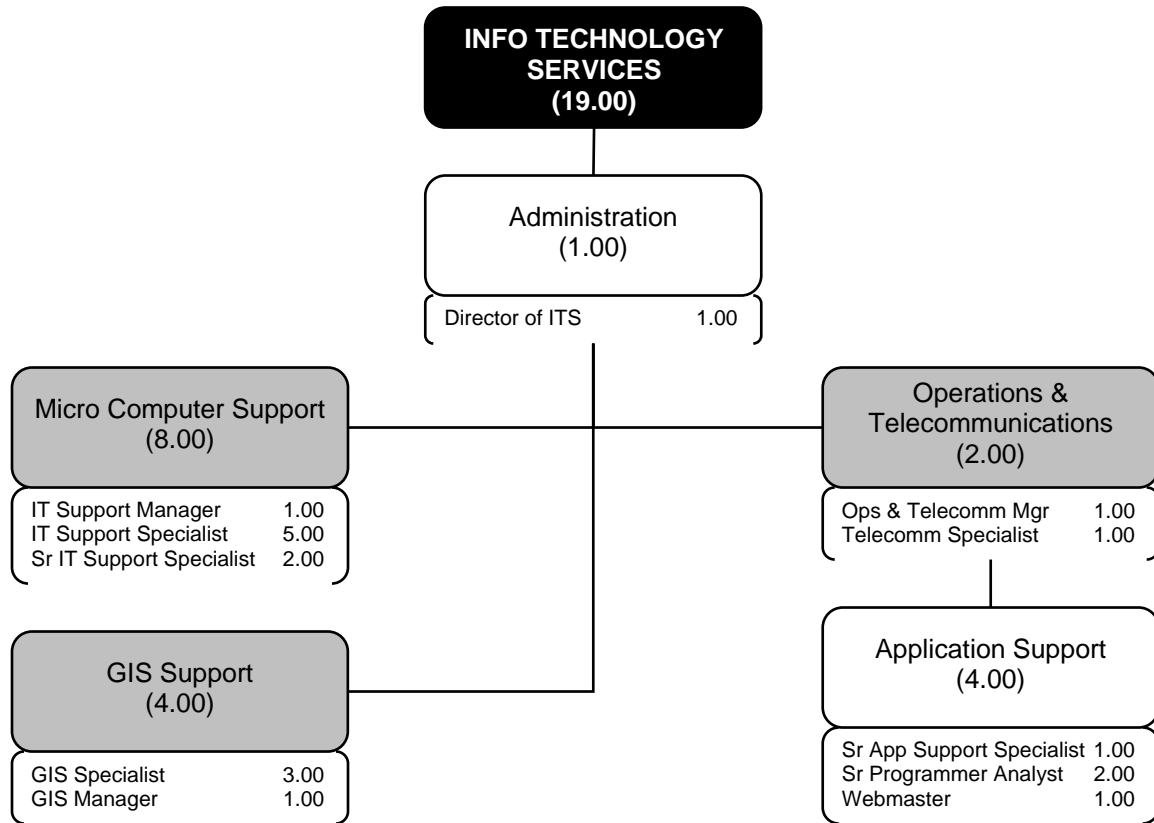
The mission of the Information Technology Services Department is to provide technology, planning, development support and management to City employees and departments so they can perform their jobs effectively and meet their strategic goals for the City.

## SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
<b>Personnel Expenses</b>				
Salaries	2,067,299	1,866,410	1,526,854	1,599,097
Hourly Wages	18,671	5,003	0	0
Health Benefits	281,353	248,131	164,942	239,979
Retirement Benefits	618,878	554,875	453,701	500,661
Other Personnel Expense	29,339	75,446	73,671	75,801
<b>Personnel Expenses Subtotal</b>	<b>3,015,540</b>	<b>2,749,865</b>	<b>2,219,168</b>	<b>2,415,537</b>
<b>Non-Personnel Expenses</b>				
Supplies and Services	701,587	567,325	655,116	664,535
Capital	7,861	34,926	39,708	88,500
Utilities	44,590	41,765	37,598	58,781
<b>Non-Personnel Expenses Subtotal</b>	<b>754,038</b>	<b>644,016</b>	<b>732,421</b>	<b>811,816</b>
<b>TOTAL EXPENDITURES</b>	<b>\$3,769,578</b>	<b>\$3,393,881</b>	<b>\$2,951,589</b>	<b>\$3,227,353</b>
<b>REVENUES</b>				
Use of Money & Property	3,489	1,940	949	2,000
Charges for Services	36,382	12,342	5,829	21,660
Other Revenue	65,726	71,236	19,119	55,833
Transfers In	18,785	23,135	20,035	23,000
<b>ESTIMATED TOTAL REVENUES</b>	<b>\$124,382</b>	<b>\$108,653</b>	<b>\$45,932</b>	<b>\$102,493</b>
<b>REVENUE RECOVERY %</b>	<b>3%</b>	<b>3%</b>	<b>2%</b>	<b>3%</b>
<b>AUTHORIZED FULL TIME POSITIONS</b>	<b>28.00</b>	<b>23.00</b>	<b>19.00</b>	<b>19.00</b>

# INFORMATION TECHNOLOGY SERVICES

## ORGANIZATIONAL CHART



Total GF FTE	19.00
Total Non GF FTE	0.00
Total Dept FTE	19.00

# INFORMATION TECHNOLOGY SERVICES

## STRATEGIC GOALS

### ELECTRONIC SERVICES

- **By 2011, 75% of the online services from the list created in 2009 will be available to customers on-line**

**Status:** *While the list of items continues to grow, ITS has continued to implement items from the list. Recent editions to the electronic services include:*

- *Business License Renewal*
- *Citizen Request for service for Public Works*
- *Online donations for Nature Center, Recreation*
- *Interactive online newsletters for Library, Nature Center, Recreation, and Office of Communications.*
- *Additional webcams at the Nature Center*
- *On-line case tracking for citizens to track outcome/progress of their crime cases for PD*

### NETWORK PROTECTION

- **By 2011, there will be a 99% reduction in the number of viruses and Trojans attacking the internal network**

**Status:** *Unfortunately City computers were affected by a virus during 2010. ITS staff worked with McAfee to help eradicate the virus which infected several servers.*

- **By 2012, there will be a 99% decrease in the number of unauthorized accesses to the City's data from inside the network and/or outside the City.**

**Status:** *There have been no known unauthorized accesses of City data from either inside or outside the network.*

# INFORMATION TECHNOLOGY SERVICES

## STRATEGIC GOALS

### TECHNOLOGY PROJECTS

- **By 2011, 90% of new technology projects within departments are planned and developed with Information Technology Services**

**Status:** ITS is working with all departments so that they are aware of this goal so that the departments will contact ITS when they embark on a new projects. We are currently working with many of the departments on a large project list. These projects will make the staff in those departments more productive.

### KEY PERFORMANCE MEASURES

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ESTIMATED	2010-11 PROJECTED
% user satisfaction with voice communication tools available	N/A	96.60%	98.10%	97.00%
% user satisfaction with GIS accuracy	69.50%	71.70%	73.00%	75.00%
% closed tickets	88.50%	89.90%	80.90%	92.00%
% server uptime	95.90%	97.90%	98.90%	99.90%



## HUMAN RESOURCES DEPARTMENT

The Human Resources Department is committed to providing superior services to employees, departments and the public; to ensure an informed, quality work force and community, while treating everyone with fairness, dignity and respect.

The Human Resources Department (HR) develops and manages four major divisions including Administration, Employment Services, Risk Management, and Benefits.

Human Resources **Administration** provides the day-to-day oversight of 16.75 HR staff, serving approximately 1301 full-time and part-time City of Chula Vista employees and a monthly average of 400 volunteers. Human Resources Administration advises departments on the interpretation and application of City policies and procedures that pertain to Human Resources as well as the Civil Service Rules. Additionally, this division is responsible for training and guiding departments and individuals through the teambuilding, performance management, investigation and the discipline process as well as providing staff assistance to the Civil Service Commission. HR Administration coordinates citywide labor management cooperation, interprets and maintains compliance with each bargaining unit's memorandum of understanding. HR Administration provides City employees with organizational and personal development resources available electronically on a weekly or biweekly basis along with individual career counseling as requested.

One of the goals of the Human Resources Department is to attract the best and brightest to the City of Chula Vista and help to create an environment in which employees can flourish. **Employment Services** staff meets this goal through daily commitment to integrity, customer service delivery, results, responsiveness, change, growth, teamwork, and quality customer information and education. The Employment Services Division is the "first stop" potential employees make to

identify employment and career opportunities with the city. Applicants experience first-hand seamless customer service as they peruse the City's job board. Applicants may also apply for jobs via the Internet through the electronic application system. On-line service provides access to job descriptions, salary schedule, bargaining unit's memorandum of understanding (MOU) and City policies. Staff assists with recruitment questions and provides career guidance and information about the City's hiring and selection methods.

Recruiting and testing analysts strive to identify qualified applicants to fill job vacancies at all levels. Applicants are given the opportunity to demonstrate their employment strengths through each phase of the recruitment process. The end result is an eligible list of qualified, diverse candidates. Getting new employees into vacancies in a timely manner helps departments maintain a high level of cost-effective and efficient service to city residents, which is a shared goal at the City of Chula Vista.

Career information sessions are held periodically to provide applicants not currently employed with the City with an overview of the recruitment and selection process. Applicants are encouraged to attend these sessions to obtain general information to assist them in their career decisions.

The City of Chula Vista employs individuals in a multitude of areas and functions. Each job is included in a classification that defines its job description and level in the organization. The classification system partners with the compensation structure to determine pay levels and ensure that the employees are working and being paid at the appropriate levels. Employment Services is responsible for conducting studies of positions and making recommendations on proper job classification, compensation, and writing and revising job descriptions based on these studies.

The Employment Services division is also responsible for updating and maintaining the City's Salary Schedule Plan, Pay Ordinance, and administrative regulations that relate to classification and compensation. In addition, staff conducts and responds to pay and benefit surveys, provides advice on Fair Labor Standards Act (FLSA) issues, provides management and supervisory training and support labor negotiations with the City's unions and employee associations.

The **Risk Management** Division is responsible for the development of a safe and healthy environment for City employees and the public through training, education and careful monitoring, and for controlling and reducing liability exposures in order to preserve the City's assets and service

capabilities. This is accomplished via the Division's programs that include: employee health and safety, loss control, liability management, insurance, and disability management.

The Disability Management program provides comprehensive services to employees and departments. The goal of this program is to return injured or ill employees to the work force as soon as they are able. In the interim, Disability Management works to ensure that employees are receiving any income protection to which they are entitled.

The City is committed to establishing and maintaining a safe and healthy environment for employees and the public with effective safety programs. Risk Management's Safety program has been tasked with oversight of all City safety efforts. The Safety program works to provide a systematic way to minimize incident frequency and severity, contribute to positive morale, effectively maintain the City's resources and increase operational efficiency.

Over the past year we have launched Target Safety's Prevention Link program. This internet based training platform makes a number of safety and human resource trainings available to employees from the comfort of their workstation. The improved access at the employee's convenience allows employees to receive critical information without interruption to their workflow. The amount of time spent by Human Resources staff in coordinating and scheduling courses has been greatly reduced. We are able to offer training that we otherwise would not be able to offer with the resources available.

Through the Loss Control Program, claims against the City are received and investigated and settled if appropriate. Staff provides consultative services to all City departments on insurance matters. Risk Management is responsible for procuring insurance for the City's liability, property, workers' compensation, pollution liability, bond crime, boiler and machinery exposures and for making claims for coverage under these policies. When City property is damaged by outside parties, staff aggressively seeks reimbursement from insurance companies or the uninsured party. Staff averages \$200k per year in revenue from these endeavors.

The **Benefits** Division administers a variety of programs and is committed to implementing comprehensive employee benefits by providing support and personal assistance to valued employees, retirees, dependents, and service providers.

The following comprehensive, affordable benefit options are available to eligible employees: health, dental and vision coverage; Group Life (and Accidental Death & Dismemberment) insurance; voluntary supplemental life insurance; §125 Flexible Benefits Plan; Employee Assistance Program and CalPERS retirement benefits.

Free wellness classes and health screenings are offered to employees on various topics including disease, stress and weight management, back care, cholesterol control, nutrition, hypertension, and flu shots. By keeping our workforce healthy we increase productivity and reduce health care costs.

Significant improvements have been made in employee access to benefit information. All of our benefit forms and related documents are available to employees via the City's Intranet. Employees also have access to their payroll information via the Inter/Intranet using our Employee Online platform.

# HUMAN RESOURCES

## MISSION STATEMENT

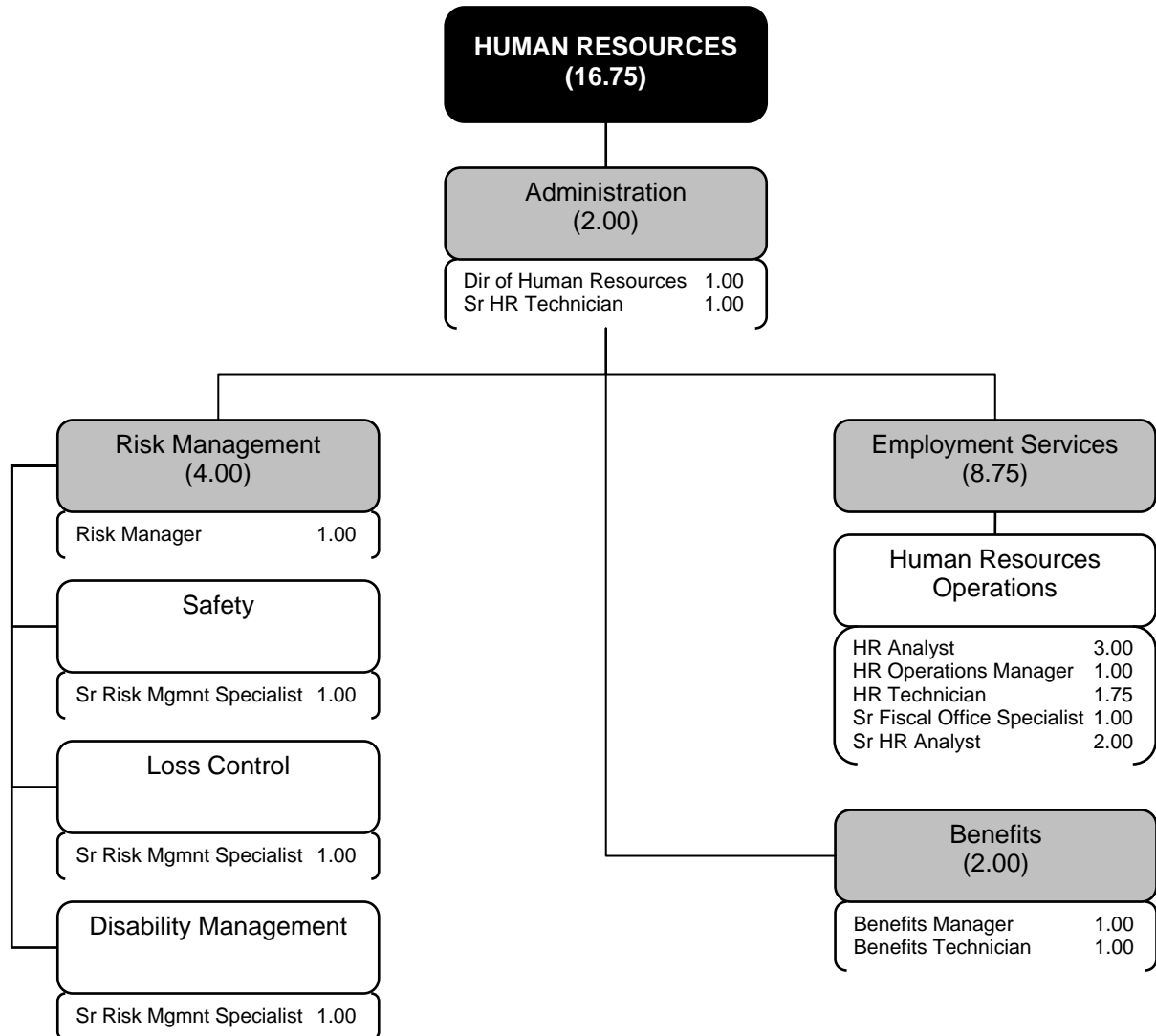
The mission of the Human Resources Department is to provide superior services to employees, departments, and the public to ensure an informed, quality work force and community, while treating everyone with fairness, dignity, and respect.

## SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
<b>Personnel Expenses</b>				
Salaries	1,703,961	1,454,103	1,220,055	1,332,468
Hourly Wages	9,901	10,976	35,073	0
Overtime	13	0	0	200
Health Benefits	247,984	202,386	165,961	214,975
Retirement Benefits	519,385	433,733	361,935	416,545
Professional Enrichment	144,441	161,639	180,740	0
Other Personnel Expense	44,319	81,462	72,293	2,848
<b>Personnel Expenses Subtotal</b>	<b>2,670,004</b>	<b>2,344,299</b>	<b>2,036,057</b>	<b>1,967,036</b>
<b>Non-Personnel Expenses</b>				
Supplies and Services	1,188,882	1,167,781	1,663,553	1,819,310
Other Expenses	1,010,530	1,899,319	0	0
Capital	0	193	0	0
Utilities	3,603	2,580	2,425	2,826
<b>Non-Personnel Expenses Subtotal</b>	<b>2,203,015</b>	<b>3,069,873</b>	<b>1,665,978</b>	<b>1,822,136</b>
<b>TOTAL EXPENDITURES</b>	<b>\$4,873,019</b>	<b>\$5,414,172</b>	<b>\$3,702,035</b>	<b>\$3,789,172</b>
<b>REVENUES</b>				
Charges for Services	0	8,396	50,273	8,386
Other Revenue	182,473	777,795	263,999	121,833
Transfers In	137,387	138,552	106,925	124,450
<b>ESTIMATED TOTAL REVENUES</b>	<b>\$319,860</b>	<b>\$924,743</b>	<b>\$421,197</b>	<b>\$254,669</b>
<b>REVENUE RECOVERY %</b>	<b>7%</b>	<b>17%</b>	<b>11%</b>	<b>7%</b>
<b>AUTHORIZED FULL TIME POSITIONS</b>	<b>25.00</b>	<b>20.50</b>	<b>16.00</b>	<b>16.75</b>

# HUMAN RESOURCES

## ORGANIZATIONAL CHART



Total GF FTE	16.75
Total Non GF FTE	0.00
Total Dept FTE	16.75

# HUMAN RESOURCES

## STRATEGIC GOALS

### FISCAL RESPONSIBILITY

#### ▣ Pension Reform

*PERs Pick-up; create multi-prong pension reform proposal; present to council and bargaining groups.*

**Status:** *Draft pension reform proposal provided to administration week of July 1st.*

### GOOD GOVERNMENT

#### ▣ Maintain effective employee performance.

*Track performance appraisal by department; report out on quarterly basis to department head; continue to train city-wide performance management twice a year.*

**Status:** *Tracking employee performance evaluations by department; quarterly report sent to department head in July.*

## KEY PERFORMANCE MEASURES

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ESTIMATED	2010-11 PROJECTED
\$ Cost of Claims Closed (w/o litigations)	\$2,907	\$36,403	\$4,534	N/A
% of Employee Evaluations Current	69.00%	64.00%	60.00%	80.00%
# of Active Volunteers	N/A	2,108	1,000	1,200





## FINANCE DEPARTMENT

The Finance Department is responsible for the overall financial management of the City. It is dedicated to ensuring the long-term financial stability of the City and enhancing public and organizational trust through integrity of financial reporting and sound financial management practices. The department consists of five divisions: Administration, Operations, Treasury, Purchasing, and Budget & Analysis. These divisions provide support services to other City departments, including payroll, accounts payable, accounts receivable, cashiering, purchasing, and general accounting. Responsibilities include the oversight of revenues, expenditures, investments, debt, and financial reporting. Finance is responsible for the City's annual audit that includes publication of the Comprehensive Annual Financial Report and the Single Audit of Federal Expenditures. The Finance Director also serves as the City Treasurer and is responsible for approximately \$207 million in investments.



The Administration Division is responsible for the overall management and supervision of the Finance Department. The Division works closely with the City Manager and City Council providing guidance and financial advice as well as long-range financial planning and forecasting. Policy implementation, debt service management, cash flow management, and investment of City funds are functions performed by this division.

The Operations Division includes general accounting, accounts payable, and payroll. The

general accounting functions involve the accounting for expenditures, revenues, and other transactions in accordance with Generally Accepted Accounting Principles (GAAP). The accounts payable function ensures the payment of all the City's bills and invoices in an accurate and timely manner. Accounts payable staff issued a total of 9,809 checks to City vendors in fiscal year 2009-2010. The payroll function is responsible for the payment of salaries and other benefits to City employees in addition to filing all State and Federal payroll tax returns and reports. Payroll staff issued 1,539 W-2's to current and former City employees in fiscal year 2009-2010.

The Treasury Division is responsible for the receipt and accounting of all monies received by the City. Other functions performed by this division include utility billing, oversight of parking meter operations, issuance of business licenses and coordinating the business license renewal process, special districts administration, and the documentation and accounting of staff time reimbursements through the City's Project Accounting system. Division staff issued 12,798 business licenses in fiscal year 2009-2010. The Treasury Division works closely with other City departments as well as outside agencies in the collection of past due amounts. Unpaid sewer and trash bills that have gone unsuccessfully through the collection process are eventually placed as liens on the County's property tax roll by Division staff.

The Purchasing Division provides acquisition and contract management services to City staff in accordance with the Standards of Purchasing Practice as defined by the California Association of Public Purchasing Officers (CAPPO). The Division ensures compliance with formal bid requirements, processes all City purchase orders, and develops and maintains purchasing policies and procedures. Additional responsibilities include administration of the City's credit card program and disposition of surplus City property. In fiscal year 2009-2010, the Purchasing Division processed 2,883 purchase requisitions for City staff.

The Budget & Analysis division is responsible for coordinating, preparing and monitoring the City's operating budget. Budget performs and reviews numerous fiscal, policy and programmatic analyses to accurately identify potential fiscal impacts. Budget is also responsible for updating the City's indirect cost allocation plan that is used to determine the total cost of providing various city programs and services. Budget provides ongoing analytical support on various operational and staffing issues throughout the City and participates in a number of special projects and studies, which may include updating fees and contracts.

The Finance Department has received awards for its excellence in financial reporting as well as recognition for its sound investment policy. For its financial reporting, the department received the "Certificate of Achievement for Excellence in Financial Reporting" award from the Government Finance Officer's Association (GFOA) the past 6 years. The department also received the GFOA's Distinguished Budget Presentation Awards from fiscal year 2003 to fiscal year 2009. The Association of Public Treasurers of the U.S. and Canada certified the city's Investment Policy as a model investment policy in fiscal year 2006-2007.

# FINANCE

## MISSION STATEMENT

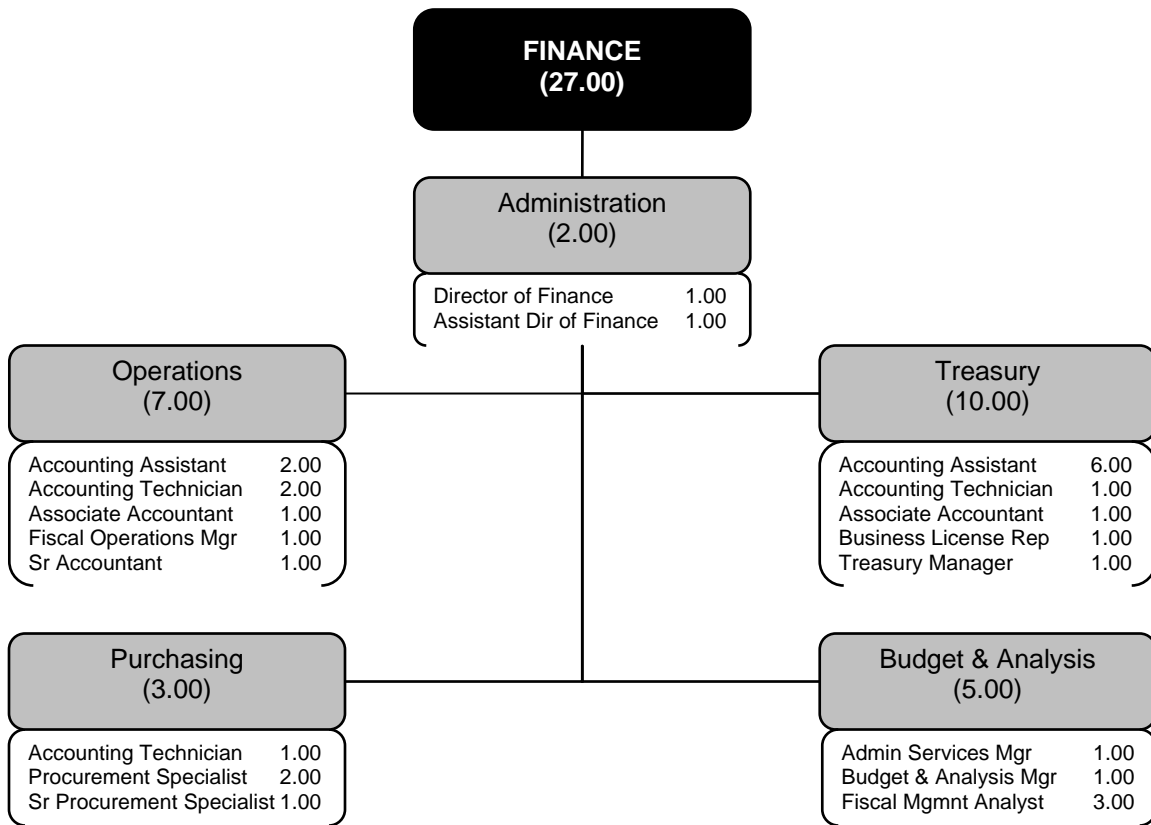
The Chula Vista Finance Department is dedicated to supporting the long-term financial stability of the City and enhancing public and organizational trust through integrity of financial reporting and sound financial practices.

## SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
<b>Personnel Expenses</b>				
Salaries	1,842,245	1,594,109	1,867,475	2,064,689
Hourly Wages	1,816	3,490	49,117	9,061
Health Benefits	296,112	238,009	288,042	334,792
Retirement Benefits	559,479	478,981	549,907	648,730
Other Personnel Expense	81,090	97,843	117,789	(34,216)
<b>Personnel Expenses Subtotal</b>	<b>2,780,742</b>	<b>2,412,432</b>	<b>2,872,330</b>	<b>3,023,057</b>
<b>Non-Personnel Expenses</b>				
Supplies and Services	181,919	117,445	182,985	183,871
Utilities	3,917	2,647	2,700	2,841
<b>Non-Personnel Expenses Subtotal</b>	<b>185,836</b>	<b>120,092</b>	<b>185,685</b>	<b>186,712</b>
<b>TOTAL EXPENDITURES</b>	<b>\$2,966,578</b>	<b>\$2,532,524</b>	<b>\$3,058,015</b>	<b>\$3,209,769</b>
<b>REVENUES</b>				
Other Local Taxes	39,953	45,721	40,000	40,000
Use of Money & Property	106,882	106,866	106,864	108,364
Charges for Services	37,214	26,288	36,155	52,526
Other Revenue	962,284	989,138	642,871	654,583
Transfers In	397,463	373,494	401,220	375,000
<b>ESTIMATED TOTAL REVENUES</b>	<b>\$1,543,796</b>	<b>\$1,541,507</b>	<b>\$1,227,110</b>	<b>\$1,230,473</b>
<b>REVENUE RECOVERY %</b>	<b>52%</b>	<b>61%</b>	<b>40%</b>	<b>38%</b>
<b>AUTHORIZED FULL TIME POSITIONS</b>	<b>31.00</b>	<b>25.00</b>	<b>26.00</b>	<b>27.00</b>

# FINANCE

## ORGANIZATIONAL CHART



Total GF FTE	27.00
Total Non GF FTE	0.00
Total Dept FTE	27.00

## STRATEGIC GOALS

### FISCAL RESPONSIBILITY

- **Long term financial plan to incorporate City objectives**

**Status:** *Completed - all staff reports include both current and on-going fiscal impacts.*

- **Update Master Fee Schedule**

**Status:** *Phase I of Master Fee Schedule completed and approved by the City Council on June 8, 2010. Updated Master Fee Schedule Format now available on City internet for public access. Phase II will include development related fees and Phase III will include Public Safety and Community Services. Phase II is scheduled for Council consideration in August 2010. Phase III scheduled for Spring 2011.*

### GOOD GOVERNMENT

- **Develop a policy on fiscal responsibility**

**Status:** *Develop and present overall fiscal responsibility policy by December 31, 2010.*

### INFRASTRUCTURE, PUBLIC BUILDINGS AND OTHER ASSETS

- **Incorporate public asset funding for maintenance and replacement into the City's long term planning process.**

**Status:** *Long-Term Financial Planning Process Phase II to begin in Fall 2010. Will include expenses related to maintenance and replacement of public assets.*

# FINANCE

## KEY PERFORMANCE MEASURES

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ESTIMATED	2010-11 PROJECTED
% of General Fund Reserve Level	6.10%	6.70%	6.70%	6.70%
Investment Portfolios Overall Average % Return (average of quarterly calculations)	4.51%	3.06%	1.86%	1.25%
Number of Purchase Orders Issued	3,345	2,985	2,883	2,883
Number of Accounts Payable Transactions Processed	38,027	32,186	27,836	27,836
% Cash on Hand to Monthly Payroll and Accounts Payable Obligations (average of monthly calculations)	N/A	-3.14%	-3.31%	-3.31%





## NON-DEPARTMENTAL

The Non-Departmental budget reflects expenditures and budgeted expenditure savings that are not directly related to any single department. The expenditure budget includes such items as interest expense, salary savings due to attrition, transfers out to liability reserves, and transfers out to various Debt Service Funds for the General Fund's debt service obligations. The Non-Departmental budget also includes all General Fund discretionary revenues including property tax, sales tax, vehicle license fees, transient occupancy tax, franchise fees, and utility users tax. Non-Departmental revenues also reflect transfers in from various other funds.

# NON-DEPARTMENTAL

## MISSION STATEMENT

The Non-Departmental budget reflects expenditures and expenditure savings that are not directly related to any single department. The budget includes such items as interest expense, salary savings due to the hiring freeze, transfers out to liability reserves, and transfers out to various Debt Service Funds for the General Fund's debt service obligations. This budget also includes all General Fund discretionary revenues.

## SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
<b>Personnel Expenses</b>				
Overtime	417,487	0	0	0
Health Benefits	0	295,949	580,000	171,162
Retirement Benefits	(2,029,471)	3	0	0
Professional Enrichment	0	0	0	180,740
Other Personnel Expense	(973,382)	18,781	(1,549,500)	(1,823,984)
<b>Personnel Expenses Subtotal</b>	<b>(2,585,366)</b>	<b>314,733</b>	<b>(969,500)</b>	<b>(1,472,082)</b>
<b>Non-Personnel Expenses</b>				
Supplies and Services	427,063	552,048	205,587	484,509
Other Expenses	1,303,520	1,846,806	267,788	162,300
Capital	1,165	0	0	0
Utilities	0	8,368	0	0
Transfers Out	6,009,891	7,273,232	8,554,291	8,699,343
CIP Project Expenditures	156,475	104,941	0	1,125,000
<b>Non-Personnel Expenses Subtotal</b>	<b>7,898,114</b>	<b>9,785,395</b>	<b>9,027,666</b>	<b>10,471,152</b>
<b>TOTAL EXPENDITURES</b>	<b>\$5,312,748</b>	<b>\$10,100,128</b>	<b>\$8,058,166</b>	<b>\$8,999,070</b>
<b>REVENUES</b>				
Property Taxes	29,306,623	29,258,925	25,311,485	24,073,147
Other Local Taxes	50,036,068	47,143,017	44,974,624	43,924,030
Use of Money & Property	2,043,884	3,717,303	967,756	5,516,819
Revenue from Other Agencies	21,538,992	20,858,011	18,687,358	17,879,217
Charges for Services	0	180,211	0	0
Other Revenue	3,654,354	1,523,975	1,118,101	1,085,244
Transfers In	28,660	3,100,375	6,509,974	9,641,464
<b>ESTIMATED TOTAL REVENUES</b>	<b>\$106,608,581</b>	<b>\$105,781,817</b>	<b>\$97,569,298</b>	<b>\$102,119,921</b>
<b>REVENUE RECOVERY %</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
<b>AUTHORIZED FULL TIME POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

## ANIMAL CARE FACILITY

The Chula Vista Animal Care Facility (CVACF) has provided animal control services since 1923. The Animal Care Facility is composed of five divisions: Customer Service, Field Operations and Dispatch, Shelter Operations, Adoption/Volunteer Services and Veterinary/Medical Services. Over 8,000 homeless animals come to the facility each calendar year.



Over the years, CVACF services have expanded to include community outreach and education programs, and comprehensive medical care, including in-house spay and neuter services for adopted animals.

The Chula Vista Animal Care Facility provides sheltering services for the cities of Lemon Grove, National City, and Imperial Beach. The facility also provides animal control services for the City of Lemon Grove.

# ANIMAL CARE FACILITY

## MISSION STATEMENT

The mission of the Chula Vista Animal Care Facility is to ensure the health and safety of animals and citizens in Chula Vista, Imperial Beach, National City and Lemon Grove.

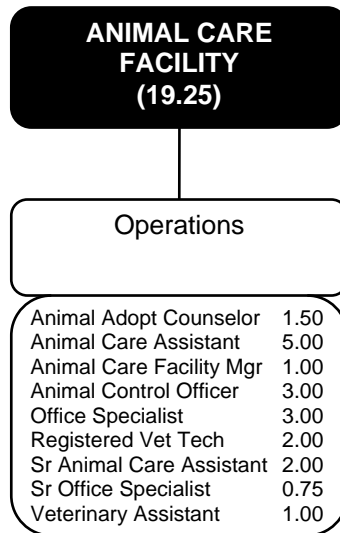
## SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
<b>Personnel Expenses</b>				
Salaries	5,632,464	0	854,493	882,593
Hourly Wages	188,185	0	99,397	132,953
Overtime	118,195	0	38,444	39,125
Health Benefits	950,619	0	185,520	219,064
Retirement Benefits	1,705,112	0	274,731	286,892
Other Personnel Expense	237,929	0	68,367	72,458
<b>Personnel Expenses Subtotal</b>	<b>8,832,504</b>	<b>0</b>	<b>1,520,952</b>	<b>1,633,085</b>
<b>Non-Personnel Expenses</b>				
Supplies and Services	1,212,763	0	553,215	578,779
Other Expenses	0	0	2,429	2,500
Capital	20,758	0	0	0
Utilities	258,824	0	47,967	50,520
<b>Non-Personnel Expenses Subtotal</b>	<b>1,492,345</b>	<b>0</b>	<b>603,611</b>	<b>631,799</b>
<b>TOTAL EXPENDITURES</b>	<b>\$10,324,849</b>	<b>\$0</b>	<b>\$2,124,563</b>	<b>\$2,264,884</b>
<b>REVENUES</b>				
Licenses and Permits	123,311	0	125,165	132,600
Use of Money & Property	4,570	0	25	0
Revenue from Other Agencies	216,384	0	0	0
Charges for Services	2,059,001	0	175,900	186,600
Other Revenue	3,562,268	0	730,931	672,999
Transfers In	359,717	0	0	0
<b>ESTIMATED TOTAL REVENUES</b>	<b>\$6,325,251</b>	<b>\$0</b>	<b>\$1,032,021</b>	<b>\$992,199</b>
<b>REVENUE RECOVERY %</b>	<b>61%</b>	<b>N/A</b>	<b>49%</b>	<b>44%</b>
<b>AUTHORIZED FULL TIME POSITIONS</b>	<b>102.25</b>	<b>0.00</b>	<b>22.25</b>	<b>19.25</b>

In fiscal year 2008-09 the Animal Care Facility was included as part of the Public Works Department.

# ANIMAL CARE FACILITY

## ORGANIZATIONAL CHART



Total GF FTE	19.25
Total Non GF FTE	0.00
Total Dept FTE	19.25

# ANIMAL CARE FACILITY

## STRATEGIC GOALS

### COMMUNITY

#### ▣ Improve the cat save rate

*Increase cat spaying/neutering, improve healthcare for cats and expand the number of catteries.*

**Status:** City is partnering with SNAP to increase spaying/neutering, has added medical staff and the design for the cattery expansion is 90% complete.

## KEY PERFORMANCE MEASURES

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ESTIMATED	2010-11 PROJECTED
% Cat save rate	41.10%	40.20%	41.40%	45.00%
% Dog save rate	76.10%	82.10%	82.60%	83.00%
Total animal intake	8,464	7,564	7,602	7,600

# DEVELOPMENT SERVICES DEPARTMENT (PLANNING AND BUILDING)

With the adoption of the fiscal year 2010-11 budget, the City Council approved the budget for the General Fund divisions found under the Development Services Department. The Development Services Department's General Fund Divisions include Economic Development, Code Enforcement, Advance Planning and an Administration division.

## **Code Enforcement**

The primary function of Code Enforcement is to educate the public in code issues and to work with citizens to achieve code compliance. Code Enforcement responds to complaints from the community and proactively enforces regulations regarding inoperable vehicles on private property, graffiti on businesses, and garage sale permits. Staff also works one Saturday a month ensuring that residents holding garage sales have the proper Garage Sale Licenses. The following are issues routinely investigated by Code Enforcement:

- Home Occupations
- Auto Repair
- Garage Conversions
- Trash, junk and debris
- Excessive or unpermitted signage
- Construction without a permit
- Abandoned vehicles
- Abandoned foreclosed homes
- Illegal signage

Violations can be reported by calling the Code Enforcement Hotline at (619) 691-5280 or online at [www.chulavista.gov](http://www.chulavista.gov) in the Code Enforcement section under Planning and Building.

## **Advance Planning**

The primary purpose of Advance Planning is to manage the City's vision for growth and development. The Advance Planning section consists of three major areas of emphasis: Long-range planning and special projects (such as the Otay Valley Regional Park), Growth Management, and Sustainability. Advance Planning is primarily responsible for the following:

- Maintaining and implementing the City's General Plan.
- Regional planning programs and coordination (such as SANDAG).
- Administering the City's Growth Management Program.
- Administering environmental programs including the MSCP, historic preservation, and mitigation monitoring.
- Maintaining the citywide land use database and maps.
- Providing technical services including land use and demographic information and forecasts.
- Reviewing proposed development projects for compliance with the City's General Plan, Zoning regulations and development standards.
- Administering the City's Zoning Ordinance and Design Review Process.
- Processing tentative subdivision maps.
- Conducting public hearings on issues of community concern.
- Coordinating with elected representatives, citizen groups, individuals and other City departments and agencies on issues of local and regional significance.
- Updating and implementing the City's General Plan.

## **Economic Development**

Economic Development is responsible for pursuing and implementing a wide-array of proactive business attraction, retention and assistance programs as well as leading significant city-wide economic development strategic planning initiatives. This division works collaboratively with all City departments to implement broad economic development projects and programs while also providing general economic development site selection and marketing support services.





Economic Development is currently in the midst of an ambitious undertaking that includes the redevelopment of the City's 550 acre bayfront located at the southeastern edge of the City, including a 2,000 room hotel and 400,000 square foot convention center, all surrounded by additional hotels, an expanded marina, residential units, restaurants, shops, wildlife refuges, outdoor recreation opportunities, and a signature public park.

Also in development, in conjunction with the recently acquired 375 acres of land, are the efforts to attract a new university campus and technology park to the southeastern part of the city. In addition to the university and technology park, the campus will also house High Tech High Chula Vista Charter School.

# DEVELOPMENT SERVICES

## MISSION STATEMENT

The mission of the Development Services Department is to guide the physical development of the City through the implementation of the General Plan and building Codes. We are committed to enhancing the quality of life in our community by planning for sound infrastructure and public services, protection of the environment, and promotion of high quality social and economic growth.

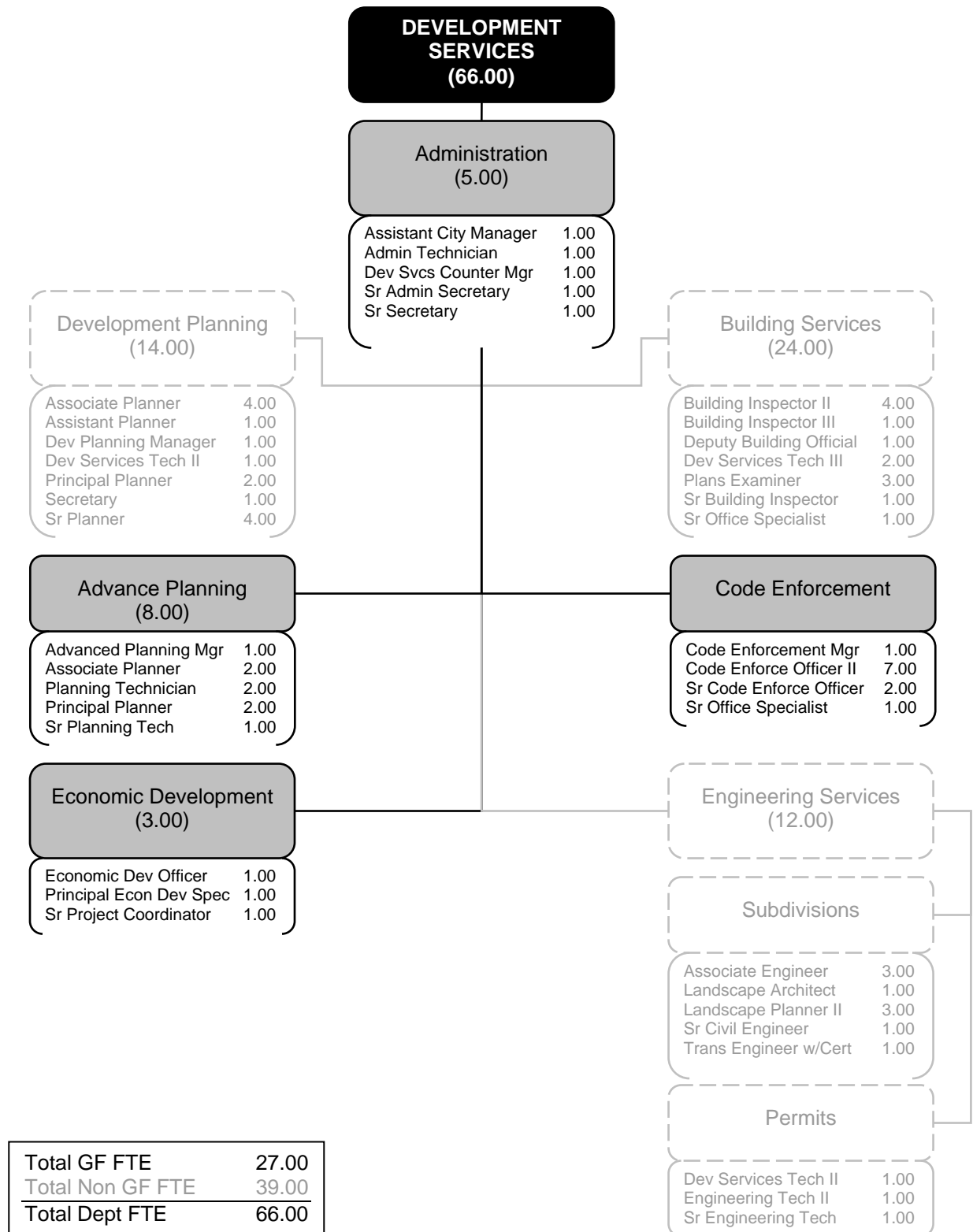
## SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
<b>Personnel Expenses</b>				
Salaries	5,537,150	1,442,243	2,141,527	2,151,042
Hourly Wages	45,460	94,556	250,473	170,925
Overtime	2,712	0	0	2,400
Health Benefits	798,582	202,954	296,868	329,393
Retirement Benefits	1,641,647	445,399	689,409	684,307
Other Personnel Expense	149,766	63,403	99,394	87,046
<b>Personnel Expenses Subtotal</b>	<b>8,175,317</b>	<b>2,248,555</b>	<b>3,477,671</b>	<b>3,425,112</b>
<b>Non-Personnel Expenses</b>				
Supplies and Services	430,629	56,353	416,776	388,256
Other Expenses	165,158	100,216	130,730	130,730
Utilities	30,489	11,770	21,900	12,634
<b>Non-Personnel Expenses Subtotal</b>	<b>626,276</b>	<b>168,339</b>	<b>569,406</b>	<b>531,620</b>
<b>TOTAL EXPENDITURES</b>	<b>\$8,801,593</b>	<b>\$2,416,894</b>	<b>\$4,047,077</b>	<b>\$3,956,732</b>
<b>REVENUES</b>				
Licenses and Permits	1,804,386	225,436	360,580	185,500
Fines, Forfeitures, Penalties	319,218	1,195,071	1,193,240	856,000
Revenue from Other Agencies	41,576	28,110	0	0
Charges for Services	3,757,920	598,735	769,305	859,600
Other Revenue	901,537	314,250	543,103	516,041
Transfers In	0	0	303,565	303,565
<b>ESTIMATED TOTAL REVENUES</b>	<b>\$6,824,637</b>	<b>\$2,361,602</b>	<b>\$3,169,793</b>	<b>\$2,720,706</b>
<b>REVENUE RECOVERY %</b>	<b>78%</b>	<b>98%</b>	<b>78%</b>	<b>69%</b>
<b>AUTHORIZED FULL TIME POSITIONS</b>	<b>80.50</b>	<b>20.00</b>	<b>28.00</b>	<b>27.00</b>

The decrease in the budget in fiscal year 2008-09 largely reflects the establishment of the development services fund.

# DEVELOPMENT SERVICES

## ORGANIZATIONAL CHART



# DEVELOPMENT SERVICES

## STRATEGIC GOALS

### COMMUNITY

- **Redevelopment and revitalization of Western Chula Vista.**

**Status:** The Redevelopment Agency has implemented a targeted neighborhood revitalization program by providing interest free forgivable loans to residents located in Southwest Chula Vista, continues to fund and implement the Business Improvement Grant (BIG) program for façade renovation of existing commercial buildings to promote new and existing business activity. In addition, the Agency has provided funding for the Third Avenue Streetscape Master Plan implementation and matching funds for the Palomar Gateway Specific Plan.

### ECONOMIC VITALITY

- **Coastal Commission approval of Bayfront Master Plan and approval of implementing agreements.**

**Status:** The Chula Vista Bayfront Master Plan Environmental Impact Report, Port Master Plan Amendment and the City's Local Coastal Plan all received critical approvals in May 2010. State-level hearings seeking approvals for key elements of the Master Plan will begin in the winter of 2010 and continue through 2011.

### SUSTAINABLE DEVELOPMENT

- **Complete entitlements for University Villages and plan for University/Regional Technology Park.**

**Status:** The University project continues to move forward with analysis underway on regional higher education needs and potential financing options.

## POLICE DEPARTMENT

The Chula Vista Police Department's (CVPD) primary focus is community policing. Community policing focuses on crime and social disorder through the delivery of police services that includes aspects of traditional law enforcement, as well as prevention, problem solving, community engagement, and partnerships. The community policing philosophy balances reactive responses to calls for service with proactive problem solving centered on the root causes of crime and disorder. In addition to community policing, the Police Department focuses on traffic safety, criminal investigations, juvenile services, regional task forces, community relations, and many other services to support these operations.

The Department has made a shift in how community policing is deployed by adopting a geographic based policing model. In order to better address community concerns, and provide more effective crime and disorder reduction strategies, the department has divided the City into two geographic districts; North District which encompasses all of Chula Vista north of Telegraph Canyon Rd/L Street, and South District, which is everything south of the same streets. Two Lieutenants have been assigned to these districts in order to facilitate better communications between the citizens and the Police Department.

The Chula Vista Police Department is led by a Command Staff, consisting of the Police Chief, two Police Captains (one additional Captain position is frozen) and an Administrative Services Manager. The department is authorized 240 sworn officers and 91 civilian employees. Because of a long-term vacancy in the Captain ranks, the department currently consists of three divisions: Investigations, Administrative Services, and Resource Management. Patrol Operations, which is normally a separate division, has been divided between the two Police Captains. In order to provide better balance among the Command Staff team, most of the civilian operations were moved under

the Resource Management Division. This also coincides with the department's change in policing strategy towards a more geographic policing model.

Patrol Operations – Due to budget cuts, the patrol captain position has remained vacant. Responsibilities for field operations, in turn, (including uniformed patrol, traffic, and school resource officers), are now divided by district and assigned to the Investigations Division Captain, (North), and the Administrative Services Division Captain, (South). Patrol Operations includes Community Patrol, Traffic Operations, Street Team/Gang Suppression, and Police Service Dogs. Community Patrol represents the largest section in Patrol Operations; Community Patrol is responsible for providing quality law enforcement to the residents and visitors to the City of Chula Vista 24 hours a day, 7 days a week. In 2009, the Patrol Division of the Chula Vista Police Department responded to 69,636 citizen-initiated calls for service, made 65,066 officer-initiated contacts, and affected 5,430 arrests.

Investigations (North District)- Along with supervision of half of the Patrol Operations functions, the Investigations Division consists of numerous units whose officers, detectives and civilians work predominantly plain-clothes assignments. This Division includes Crimes of Violence, Special Investigations (and associated task forces), Family Protection, and Property Crimes.

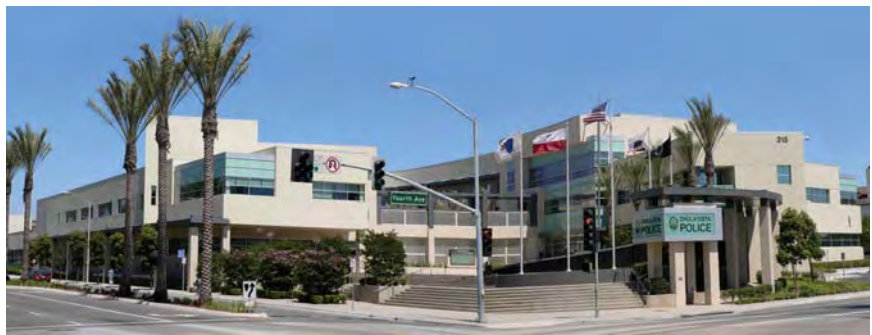
Administrative Services (South District) – Along with supervision of half of the Patrol Operations functions, the Administrative Services Division consists of numerous units that help support the mission of the Police Department. The Division includes Professional Standards, which is tasked with recruiting, background investigations, policy review and updates, force options training and compliance/review, administrative investigations, and volunteer services; the City Jail, including oversight of state and federal contracts for inmate housing; Public information, including all media-related matters; Community Relations; and Police Dispatch (Police Dispatch is normally under Patrol Operations, but moved under the supervision of the South District Captain for workload considerations).

The School Resource Officer (SRO) program is divided among the Investigative and Administrative Services Divisions as part of the geographic policing model transition and the vacancy in the Captain position for Patrol Operations. The SRO/Juvenile Unit, the Sweetwater High School District and the Chula Vista Elementary School District continue to work together to assure the safety of the students and staff in Chula Vista's schools. The SRO Unit has 13 officers, two agents and two

sergeants assigned to service the school district's 70,000 students and 7,100 teachers and administrators.

Resource Management - This Division is comprised of Fiscal & Resource Management, Research & Analysis, Police Technology, Police Support Services (Records), and Crime Lab/Evidence and Property units. Additionally, the Resource Management Division began working with the Fire Department on budget and administrative matters as well. The Fiscal & Resource Management Unit focuses on centralizing all fiscal operations of the Department, identifying new funding opportunities and streamlining the procurement process. Working in unison with other Police Department staff, the Research & Analysis Unit studies crime and disorder problems in the community. The Research and Analysis Unit also supports the entire Department by identifying and implementing best practices and innovative new programs, and has been instrumental in formulating and deploying the new geographic policing model.

The Police Department operates out of a 150,000 square foot facility that has enhanced and upgraded police operations and better serves the needs of the community. A regional law enforcement



memorial is located at the Police Facility, providing a place to honor peace officers in San Diego County who lost their lives in the line of duty. The department operates a successful Type II jail facility, giving the department the ability to take its law enforcement capabilities and service to a new level for the community and region.

The Department has prided itself in being a fiscally responsible organization. In order to minimize impacts to the General Fund, the department constantly seeks funding opportunities to enhance resources. In fiscal year 2010, the department was awarded almost \$6 million in grants, with well over \$3 million coming from American Reinvestment and Recovery Act grants. Since 1995, the Police Department has secured over \$50 million in grants, which has allowed the department to expand to meet the growing demands of the community, while also remaining fiscally responsible.

# POLICE

## MISSION STATEMENT

The mission of the Chula Vista Police Department is to enhance the quality of life in the City of Chula Vista by:

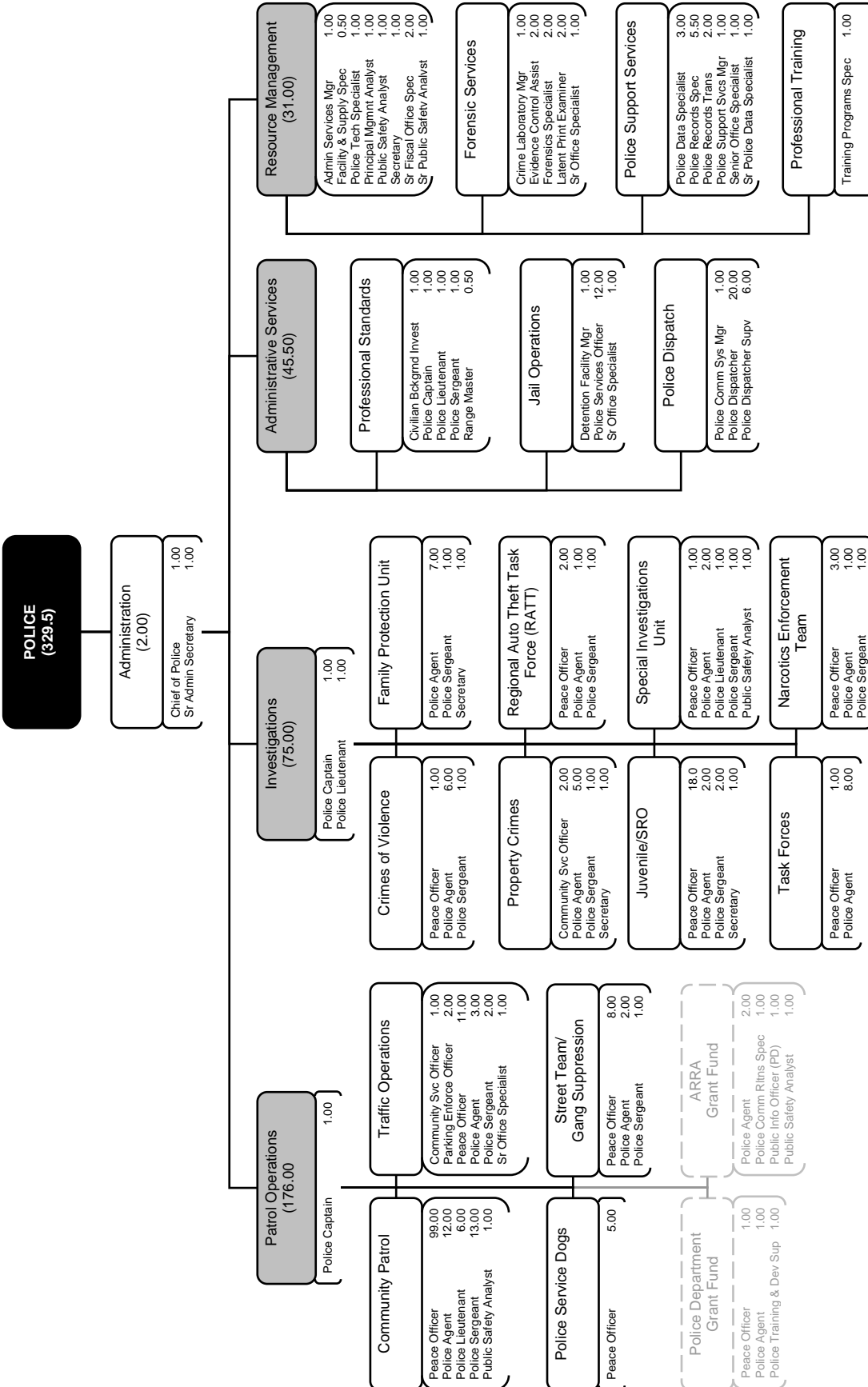
- Providing a proactive and professional level of police service ensuring safety through commitment, integrity and trust
- Managing resources effectively
- Treating all persons with fairness, respect and dignity
- Maintaining a partnership with the community to meet contemporary and future challenges

## SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
<b>Personnel Expenses</b>				
Salaries	25,057,239	24,689,312	23,179,910	24,505,302
Hourly Wages	308,388	235,815	298,270	127,472
Overtime	2,370,034	2,326,778	2,326,859	2,390,027
Health Benefits	3,199,159	3,082,037	3,126,954	3,726,395
Retirement Benefits	10,327,748	9,265,567	8,742,465	9,069,427
Other Personnel Expense	2,752,626	2,407,907	2,602,290	993,851
<b>Personnel Expenses Subtotal</b>	<b>44,015,194</b>	<b>42,007,416</b>	<b>40,276,748</b>	<b>40,812,474</b>
<b>Non-Personnel Expenses</b>				
Supplies and Services	3,227,188	2,869,442	2,939,381	2,632,587
Other Expenses	63,032	79,432	84,566	164,567
Utilities	463,083	447,442	432,847	470,472
<b>Non-Personnel Expenses Subtotal</b>	<b>3,753,303</b>	<b>3,396,316</b>	<b>3,456,794</b>	<b>3,267,626</b>
<b>TOTAL EXPENDITURES</b>	<b>\$47,768,497</b>	<b>\$45,403,732</b>	<b>\$43,733,542</b>	<b>\$44,080,100</b>
<b>REVENUES</b>				
Licenses and Permits	259,264	267,530	218,095	250,000
Fines, Forfeitures, Penalties	978,425	1,004,192	817,301	1,029,880
Use of Money & Property	0	8,097	8,914	4,000
Revenue from Other Agencies	2,144,985	1,996,595	1,923,622	1,610,158
Charges for Services	3,500,247	3,182,676	3,293,148	3,291,654
Other Revenue	213,525	281,784	229,153	209,612
Transfers In	539,449	659,445	659,445	659,445
<b>ESTIMATED TOTAL REVENUES</b>	<b>\$7,635,895</b>	<b>\$7,400,319</b>	<b>\$7,149,678</b>	<b>\$7,054,749</b>
<b>REVENUE RECOVERY %</b>	<b>16%</b>	<b>16%</b>	<b>16%</b>	<b>16%</b>
<b>AUTHORIZED FULL TIME POSITIONS</b>	<b>366.50</b>	<b>337.50</b>	<b>322.00</b>	<b>321.50</b>

The fiscal year 2007-08 budget reflects the transfer of the California Border Alliance Group (CBAG) out of the General Fund.





Total GF FTE	321.50
Total Non GF FTE	8.00
<b>Total Dept FTE</b>	<b>329.50</b>

# POLICE

## STRATEGIC GOALS

### COMMUNITY

#### ■ Explore joint Police/Library facility

*Examine feasibility of co-locating a Police sub-station/storefront with a library facility in the eastern portion of City.*

**Status:** *Currently in preliminary stages of identifying feasibility of project.*

#### ■ Outreach on neighborhood based policing and citizen responsibility and partnering

*Expand community oriented policing and strengthen partnerships in the community.*

**Status:** *Implemented Neighborhood Prosecution Unit to address crime and disorder issues in apartment complexes. North and South District Commanders, along with Community Relations Officers, Public Information Officer and Police Community Relations Specialist deal extensively with community. Chief's Citizens Advisory Committee expanded to 10 members.*

### ECONOMIC VITALITY

#### ■ Continue emphasis on small business outreach and support

*Maintain and enhance outreach to Chula Vista's small business community and continue to work on key issues such as Responsible Retailer Program, Tobacco Sales, and Motel Permits.*

**Status:** *Implementation of Geographic Policing has provided points of contact for small businesses with issues.*

### PUBLIC SAFETY

#### ■ Establish most appropriate measurements of public safety standards for the City

*Examine appropriate response thresholds for Growth Management Oversight Commission, as well as develop performance metrics to measure success of Geographic Policing.*

**Status:** *Priority 2 Threshold study underway and expected to be completed by October 2010. Performance Metrics currently being developed and expected to be utilized by January 2011.*

# POLICE

## STRATEGIC GOALS

### ■ Successful implementation of Geographic Policing

*Implement new Policing Model throughout the Police Department.*

**Status:** *In progress. Initial geographic division for Patrol completed in January 2010. New patrol schedule will be implemented in July 2010. Additional units/divisions implementation through June 2011.*

## KEY PERFORMANCE MEASURES

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ESTIMATED	2010-11 PROJECTED
Percent of Priority 2 Calls met GMOC Threshold	53.10%	53.50%	49.70%	50.00%
Percent of Priority 1 Calls met GMOC Threshold	87.90%	84.60%	84.90%	85.00%



## FIRE DEPARTMENT

From our beginning as a group of 17 volunteers with a hand-drawn soda and acid cart pulled to a fire by anyone available, the Chula Vista Fire Department has grown into a highly professional, trained force of 130+ men and women. In 1921, a "Model T" fire engine was purchased and the first fire station was opened at 316 Third Avenue.

Just two years later, the station moved to City Hall, then located at 292 Third Avenue, and the first full-time paid firefighter was hired. The following year, the "Model T" was traded for a 1916 Seagraves pumper, the "Old Goose". This pumper is still owned by the Fire Department and is frequently used in parades and at special events.

Eventually, the volunteers were disbanded and became a social club, and eleven full-time firefighters were hired to provide fire protection for the city. In 1948, the department purchased a new fire engine and moved into a new station at 447 F Street. This is the current site that is still the department's headquarters.

In 1986, the City of Chula Vista annexed the Montgomery Fire Protection District located in the southwestern region of the city. This agency provided fire protection for the 22,000 residents living in the 4.5 square mile portion of San Diego County. This fifth fire station stands at 391 Oxford Street.

In 2005, Station 6 opened for service and replaced the temporary fire station located at 975 Lane in Eastlake. Station 6 serves the communities of Rolling Hills Ranch, San Miguel Ranch, Bonita Long Canyon, Eastlake Shores and Bella Lago. The fire station houses an engine company and has the capacity to house a paramedic ambulance company if needed in the future.

Station 7, located next to Otay Ranch High School, was built in 2003 and provides service for the Otay Ranch area. This station houses the equipment and staff for another engine company and a truck company. Station 7 also houses a battalion headquarters for the eastern part of the city.

Fire Station 9 was opened in the spring of 2006 at 266 East Oneida Street. Station 9 provides the communities of the western part of the City an additional key engine company to supplement the service provided by the busiest Fire Stations which are Station 1 and Station 5.

Station 8 (The Woods Station) opened for service in December 2006, and is the newest station in the system serving in the communities of Eastlake Woods, Eastlake Vistas, Eastlake Greens, and Eastlake Trails. This station is located in Eastlake Woods at the intersection of Woods Drive and Hawthorn Creek and houses one engine company.

Currently the Chula Vista Fire Department's nine stations respond to 15,000+ calls for service annually, while serving a population of 237,000, covering an area over 52 square miles. These stations are staffed 24 hours per day with 36 personnel plus two battalion chiefs for each 24-hour shift. The Fire Department strives to meet the Growth Management Oversight Committee (GMOC) performance standard each fiscal year. This performance standard requires that 80% of the priority 1 emergency calls be responded to within 7.0 minutes. The Fire Department met this standard in FY 2008-09 by responding to 84.0% of the priority 1 emergency calls within 7.0 minutes.

In March of 2008, the Fire Department ceased Fire Dispatch operations and contracted with the City of San Diego to provide dispatch services. With this contract came upgraded response capabilities including Automatic Vehicle Location and enhanced mutual aid response with San Diego Fire and Bonita Fire Department to provide quicker response times to emergency calls for service.

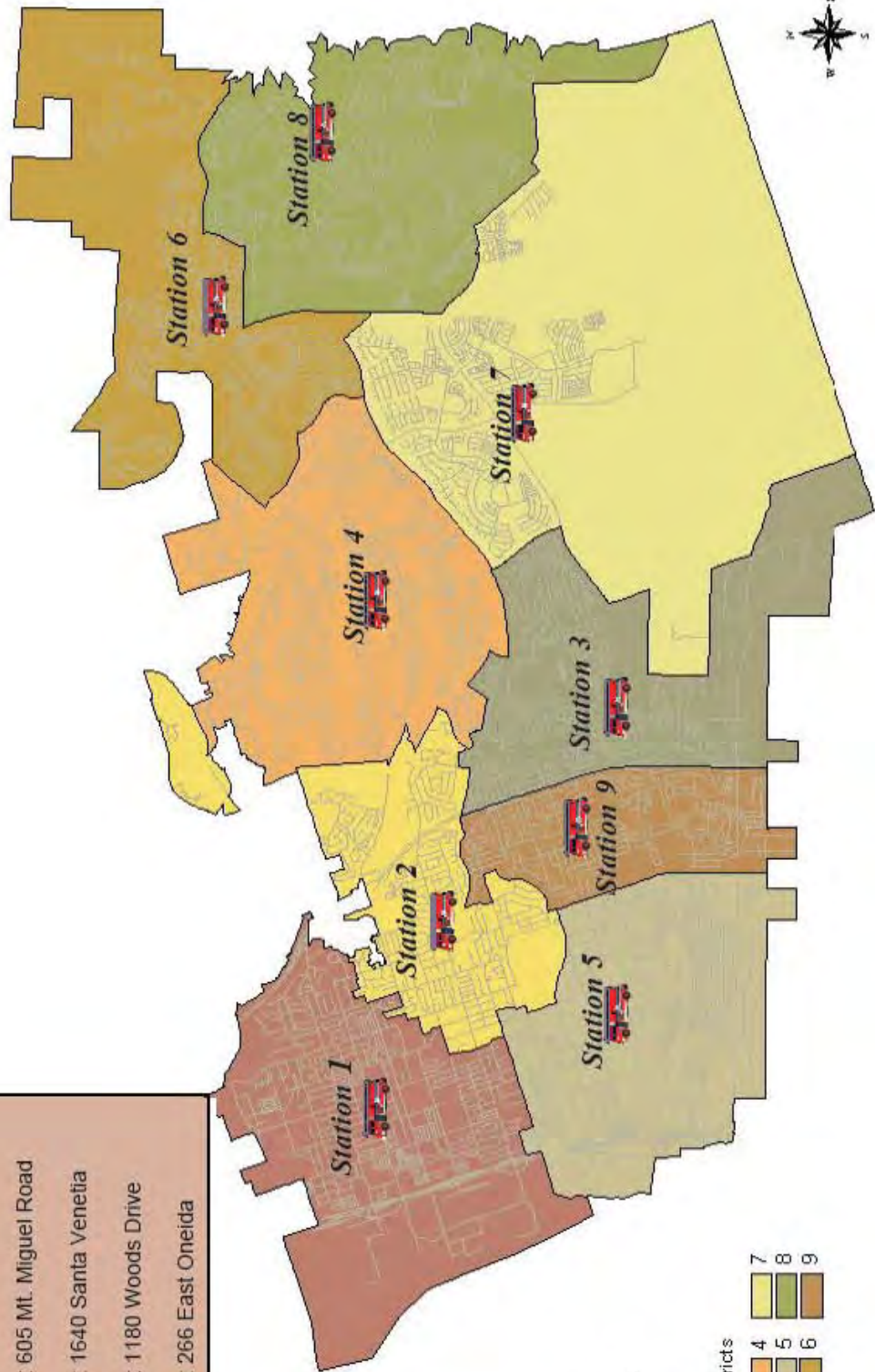
In addition to providing emergency medical response and firefighting services to the citizens of the community, the Fire Department also operates training and fire prevention divisions. The training division provides state of the art training to department and personnel from other parts of the region in firefighting and rescue skills. These training services ensure that department personnel meet the necessary training requirements in order to deliver quality service to the community within the proper safety standards. The Fire prevention division provides comprehensive fire safety inspection services so that new development and existing businesses are in compliance with the latest fire regulations ensuring the safety of the community.

The Fire Department is currently conducting numerous studies to ensure that the citizens of Chula Vista are receiving appropriate levels of care, both in structure fire response as well as advanced life support services. As the only Fire Department in San Diego County to not offer Advanced Life Support (ALS) services to the community, the department is currently examining the feasibility of implementing an ALS program in which a paramedic would be deployed on each fire apparatus, thereby greatly enhancing the level of care to the citizens of Chula Vista. Additionally, the Fire Department is near completion of the Fire Facility Master Plan which will provide optimal fire station placement throughout the City to not only meet Growth Management Oversight Commission response time thresholds, but to meet National Fire Protection Association response time thresholds (NFPA 1710). NFPA 1710 standards are more aggressive in order to ensure a higher level of safety for fire department personnel, and a higher survivability rate of citizens requiring medical care.



# Chula Vista Fire Station Locations

- Station #1 : 447 F Street
- Station #2 : 80 East J Street
- Station #3: 1410 Brandywine Avenue
- Station #4: 850 Paseo Ranchero
- Station #5 : 391 Oxford Street
- Station #6 : 605 Mt. Miguel Road
- Station #7 : 1640 Santa Venetia
- Station #8 : 1180 Woods Drive
- Station #9 : 266 East Oneida



## Legend



Districts

- |   |   |   |
|---|---|---|
| 1 | 4 | 7 |
| 2 | 5 | 8 |
| 3 | 6 | 9 |

SWB 07/28/2008



# FIRE

## MISSION STATEMENT

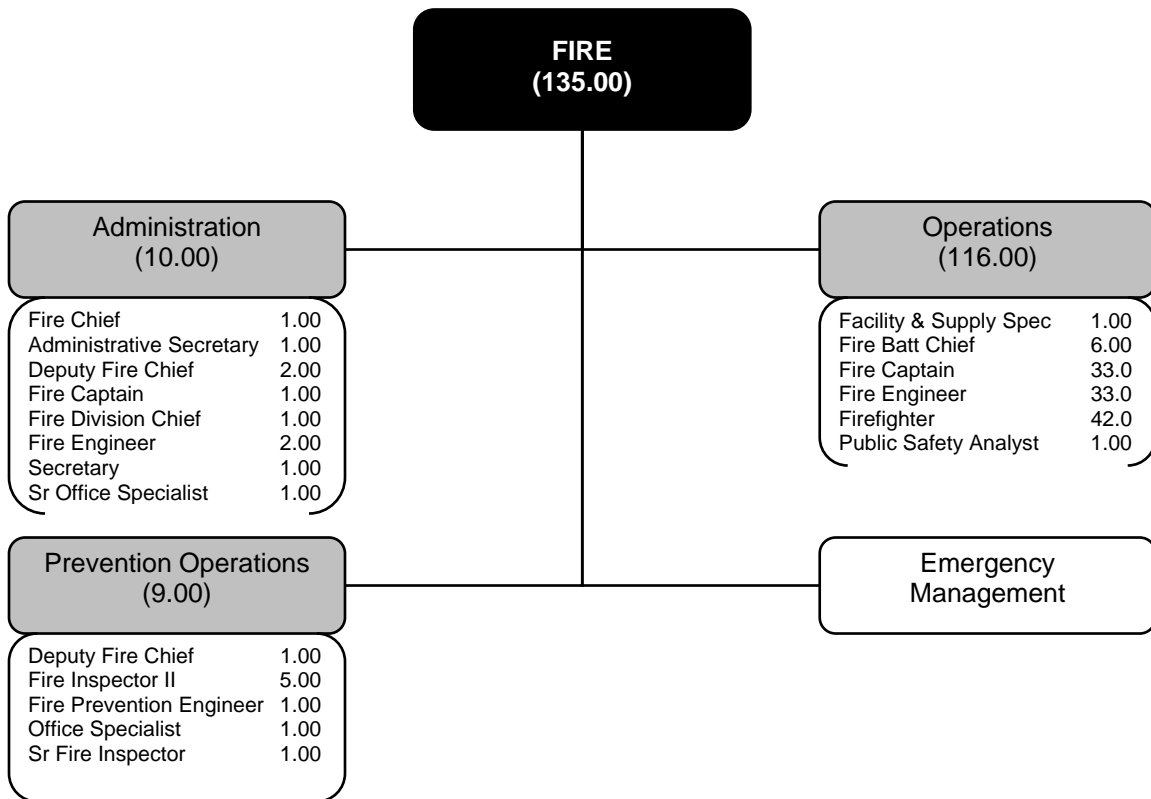
The mission of the Chula Vista Fire Department is to protect life, environment, and property.

## SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
<b>Personnel Expenses</b>				
Salaries	10,634,208	10,696,182	10,486,018	10,786,376
Hourly Wages	62,877	5,628	11,667	31,768
Overtime	3,269,460	3,769,517	3,143,295	2,926,916
Health Benefits	1,294,027	1,245,645	1,371,726	1,587,313
Retirement Benefits	4,692,911	4,323,582	4,208,770	4,270,726
Other Personnel Expense	1,408,237	1,004,553	819,379	485,962
<b>Personnel Expenses Subtotal</b>	<b>21,361,720</b>	<b>21,045,107</b>	<b>20,040,855</b>	<b>20,089,061</b>
<b>Non-Personnel Expenses</b>				
Supplies and Services	1,981,771	1,730,414	1,852,776	1,720,928
Other Expenses	0	172,215	12,970	0
Capital	829,555	0	0	0
Utilities	177,599	186,548	160,052	192,309
Transfers Out	0	0	0	52,226
<b>Non-Personnel Expenses Subtotal</b>	<b>2,988,925</b>	<b>2,089,177</b>	<b>2,025,798</b>	<b>1,965,463</b>
<b>TOTAL EXPENDITURES</b>	<b>\$24,350,645</b>	<b>\$23,134,284</b>	<b>\$22,066,653</b>	<b>\$22,054,524</b>
<b>REVENUES</b>				
Licenses and Permits	242,345	218,845	206,808	212,540
Revenue from Other Agencies	252,816	272,426	59,400	0
Charges for Services	530,821	592,622	591,214	709,502
Other Revenue	1,008,123	880,019	486,041	233,956
<b>ESTIMATED TOTAL REVENUES</b>	<b>\$2,034,105</b>	<b>\$1,963,912</b>	<b>\$1,343,463</b>	<b>\$1,155,998</b>
<b>REVENUE RECOVERY %</b>	<b>8%</b>	<b>8%</b>	<b>6%</b>	<b>5%</b>
<b>AUTHORIZED FULL TIME POSITIONS</b>	<b>153.00</b>	<b>135.00</b>	<b>136.00</b>	<b>135.00</b>

# FIRE

## ORGANIZATIONAL CHART



Total GF FTE	135.00
Total Non GF FTE	0.00
Total Dept FTE	135.00

### PUBLIC SAFETY

■ **Evaluate and potentially provide a higher level of emergency medical service.**

- *Provide study for possible Advanced Life Support (ALS) Plan*
- *Brief Council Public Safety Sub-Committee*
- *Negotiate with Local 2180 on ALS implications*
- *Negotiate with AMR Ambulance on new contract*
- *Adoption of ALS program by Council*

**Status:** *ALS study completed and Council subcommittee briefed. Negotiations and program adoption are ongoing.*

■ **Establish most appropriate measurements of public safety standards for the City. Improve department's efficiency and effectiveness by adopting NFPA 1710 standards.**

- *Evaluate new Fire Facility Master Plan and implications to NFPA 1710*
- *Meet with GMOC to recommend adoption of NFPA 1710 in fall 2010*
- *Provide Public Safety Sub-committee briefing on NFPA 1710 standards in Summer 2010*
- *Provide Council with workshop on NFPA 1710 standards in Fall 2010*
- *Council adoption of NFPA 1710 in Winter 2010*

**Status:** *Waiting for plan to be completed in September 2010. Will meet with GMOC and Public Sub-Committee prior to workshop given to Council.*

■ **Develop a department wellness program to reduce overtime and the time lost while improving safety and quality of life.**

*Develop and implement new IAFC/IAFF wellness initiative.*

**Status:** *Scheduled for completion by July 2012.*

# FIRE

## STRATEGIC GOALS

### ■ Develop an effective and responsive emergency operations center (EOC).

- Identify new EOC team for three operational periods
- Participate in this year's State exercise
- Exercise, complete training sessions specific to each position/section and host additional Web EOC training
- Position specific training to occur August 2010
- Communication training for elected and appointed officials scheduled in August 2010

**Status:**

- The EOC team roster has been revised – this will be an on-going task.
- State exercise/ training was held on May 18th: a make-up session will be forthcoming.
- Web EOC training completed.

## SUSTAINABLE DEVELOPMENT

### ■ Develop Fire Master Plans that result in balanced and sustainable public services.

Complete Fire Master Plan detailing optimal fire station placement and optimal staffing deployment to achieve NFPA 1710 standards for response times and fire fighter safety.

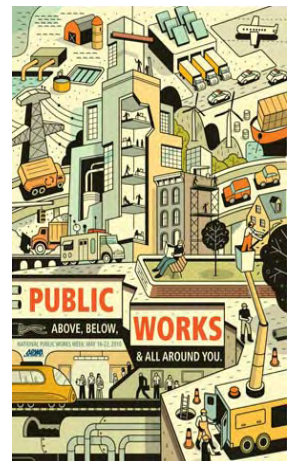
**Status:** Hired consultant in April 2010.  
Bring to Council September 2010.

## KEY PERFORMANCE MEASURES

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ESTIMATED	2010-11 PROJECTED
Full First Alarm Time (minutes)	9.83	11.50	10.35	N/A
% of structure fires that are responded to within 10 minutes with a full first alarm assignment	68.00%	50.00%	59.00%	N/A
% of property saved	73.00%	85.00%	88.00%	N/A

# PUBLIC WORKS DEPARTMENT

In January 2009, the Public Works, General Services and Engineering Departments merged to create the Public Works Department. The Public Works Department provides and manages the City's infrastructure, parks, and open space through high quality operations, maintenance, rehabilitation, and construction in order to optimize mobility, public and environmental health, and safety. The Public Works Department consists of the following divisions: Engineering, Operations and Internal Services.



**Engineering Division:** Located in the Public Services Building, across from Council Chambers at 276 Fourth Avenue, consists of the following programs:

**Fiscal Services** - Provides financial support services to City staff, the development community, and the public so they can successfully complete their business.

**Advanced Planning** - Manages asset inventories, master plans and special studies to identify current and future deficiencies in the City's sewer, pavement, storm drain, wastewater disposal, and street systems to ensure that the City's infrastructure will adequately serve the community now and in the future.

**Project Delivery - Design/Survey** - Manages the delivery of Capital Improvement Projects (CIPs) through the entire life cycle to meet or exceed quality, scope, schedule and cost commitments to ensure that the city's infrastructure will adequately serve the community now and in the future.

Real Property - Provides full real estate support for all City Departments so they can successfully complete their mission.

**Operations Division:** Located at the John Lippitt Public Works Center at 1800 Maxwell Road, just north of Auto Park Drive and east of I-805, consists of the following lines of business:



Infrastructure Maintenance - Provides maintenance services to the public so they can receive the benefits of safe, clean and dependable public streets, sidewalks, City trees, traffic signals, street lights, wastewater and storm water systems.

Parks & Open Space - Provides inspection, maintenance and management services to the public so they can enjoy clean and safe open space and recreational environments.

Inspection Services - Provides inspection, enforcement, education, contract and permit administration services to the developers and City departments so they can comply with City construction standards and storm water regulations, so the public receives the benefits of cleaner water and durable and safe public infrastructure.

Transit - Provides safe, convenient, cost effective and dependable public transportation in the City of Chula Vista.

Building Maintenance - Provides maintenance and communication services to the public so they can receive the benefits of safe, clean and dependable city buildings, libraries and recreational facilities.

**Internal Services Division:** Also located at the John Lippitt Public Works Center, consists of the following lines of business:

Fleet Management - Provides vehicles and equipment to City departments so they will have properly functioning vehicles that are up to date and specific to their missions.

Environmental Services - Provides comprehensive solid waste management services to citizens, businesses, City departments, and outside agencies so they can enjoy a cleaner, healthier environment through dependable and economical solid waste services.

Administration - Provides personnel and clerical support services to the Department so that the public can benefit from Department-managed amenities and services.

Custodial Services - Provides maintenance services to the public so they can receive the benefits of safe, clean and dependable city buildings, libraries and recreational facilities.

Strategic Planning & Performance Management - Provides managerial support to accommodate continued growth without diminishing services for existing development.

This is all accomplished through the department's commitment to provide a safe and sustainable environment for the city's residents and to keep the city beautiful. We provide the means for residents to live in the City, and get safely to work, schools, shops, businesses, offices, and other communities.

# PUBLIC WORKS OPERATIONS

## MISSION STATEMENT

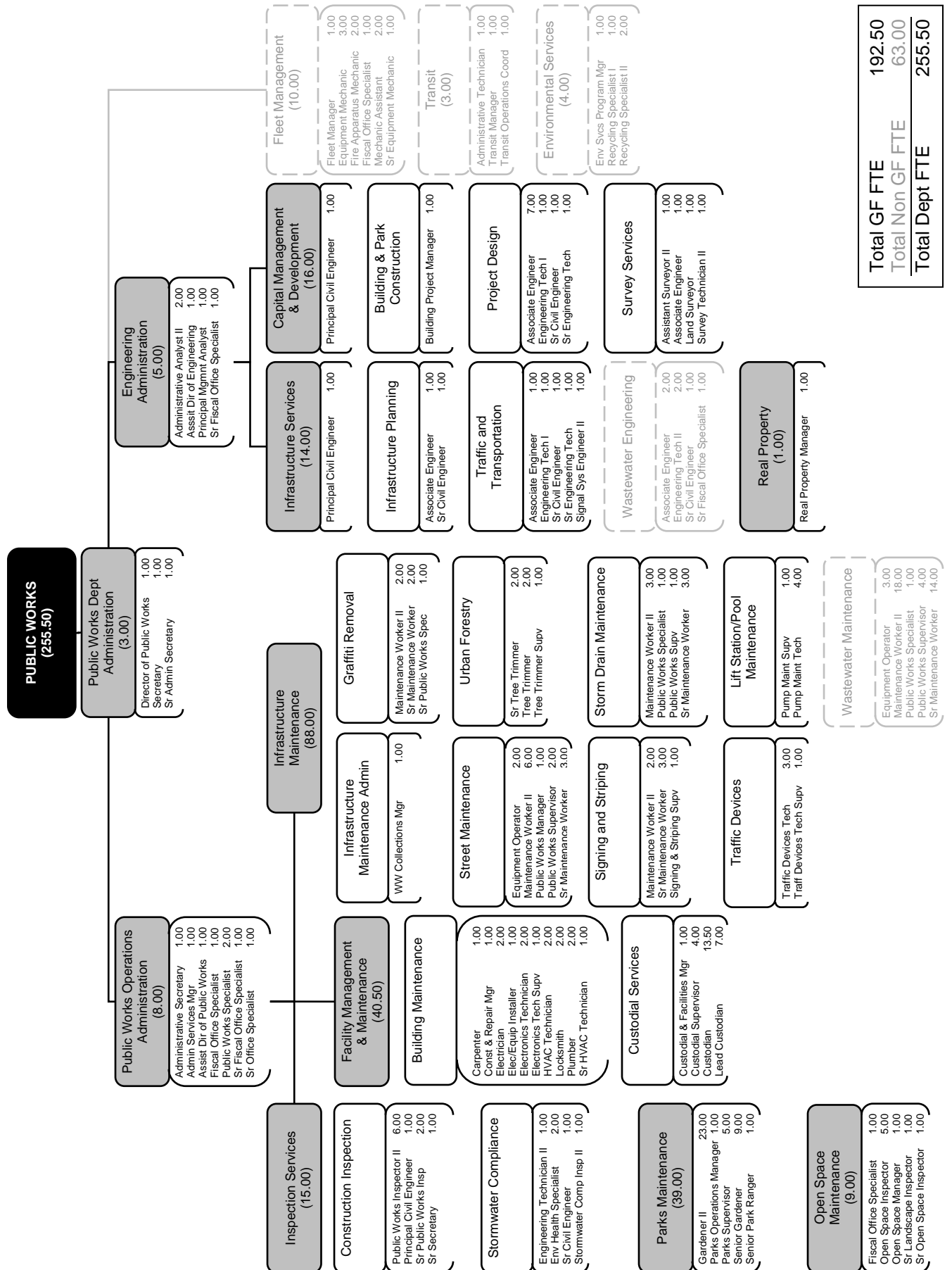
The mission of the Public Works Department is to provide and manage the City's infrastructure, parks and open space through high quality operations, maintenance and construction in order to optimize mobility, public and environmental health and safety.

## SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
<b>Personnel Expenses</b>				
Salaries	7,568,394	9,800,923	11,543,419	11,974,424
Hourly Wages	235,848	280,565	214,335	243,086
Overtime	163,916	219,897	190,893	179,575
Health Benefits	1,297,973	1,738,530	1,837,070	2,245,807
Retirement Benefits	2,291,741	2,906,547	3,469,444	3,778,458
Other Personnel Expense	677,064	699,452	851,095	278,798
<b>Personnel Expenses Subtotal</b>	<b>12,234,936</b>	<b>15,645,914</b>	<b>18,106,256</b>	<b>18,700,148</b>
<b>Non-Personnel Expenses</b>				
Supplies and Services	2,528,756	3,392,449	3,269,119	3,545,452
Other Expenses	20,349	119,899	119,545	180,100
Capital	0	(247)	0	0
Utilities	1,652,578	3,166,998	3,287,853	3,517,381
<b>Non-Personnel Expenses Subtotal</b>	<b>4,201,683</b>	<b>6,679,099</b>	<b>6,676,517</b>	<b>7,242,933</b>
<b>TOTAL EXPENDITURES</b>	<b>\$16,436,619</b>	<b>\$22,325,013</b>	<b>\$24,782,773</b>	<b>\$25,943,081</b>
<b>REVENUES</b>				
Licenses and Permits	0	134,812	43,875	67,950
Use of Money & Property	187,756	224,531	181,086	221,100
Revenue from Other Agencies	0	6,988	0	0
Charges for Services	783,604	229,395	450,872	296,374
Other Revenue	2,870,955	2,661,466	7,644,959	6,875,989
Transfers In	6,825,198	5,803,331	6,841,922	7,244,917
<b>ESTIMATED TOTAL REVENUES</b>	<b>\$10,667,513</b>	<b>\$9,060,523</b>	<b>\$15,162,714</b>	<b>\$14,706,330</b>
<b>REVENUE RECOVERY %</b>	<b>65%</b>	<b>41%</b>	<b>61%</b>	<b>57%</b>
<b>AUTHORIZED FULL TIME POSITIONS</b>	<b>150.50</b>	<b>194.75</b>	<b>194.50</b>	<b>192.50</b>

The fiscal year 2008-09 budget reflects the implementation of the budget reduction plan and the transfer of 15.0 positions to the development services fund, these reductions are offset by the transfer of 68.75 positions from the General Services Department as a





# PUBLIC WORKS OPERATIONS

## STRATEGIC GOALS

### COMMUNITY

■ **Construct Third Avenue streetscape improvements**

*The construction drawings are being drafted. The project is planned to go to bid January 2011.*

**Status:** On track.

### INFRASTRUCTURE, PUBLIC BUILDINGS AND OTHER ASSETS

■ **Maximize capture of all types of external funding the City is eligible for.**

*Create a Grant Application Calendar to track availability/submittal of applications (July 2010).*

**Status:** Intern to assist in developing calendar/database (summer 2010).

■ **Determine adequate funding for maintenance and replacement**

*Initiate study to recommend systems and methods to implement Asset Management leading to near and long term financial planning (RFP out in August 2010).*

**Status:** Begin Fall 2010.

■ **Complete the asset inventory and condition assessment**

*PW Management develop an Asset Management Plan (AMP) strategy in July 2010.  
Advertise RFP for a consultant to assist in APM development in August/Sept 2010.  
Implementation will take place over several years.*

**Status:** PW Management trained in April 2010. Currently strategizing a plan and developing the RFP.

# PUBLIC WORKS OPERATIONS

## KEY PERFORMANCE MEASURES

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	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ESTIMATED	2010-11 PROJECTED
Number of feet of sewer line televised	222,883	210,628	173,269	200,000
Percent of potholes repaired within 20 days	76.00%	75.00%	42.00%	85.00%
Pavement condition index	74	72	73	73
Percent sewer system evaluated for condition	18.00%	17.00%	10.00%	10.00%



## RECREATION DEPARTMENT

The Recreation Department offers a variety of recreational opportunities and services to the community. The department's vision is a community that achieves learning, self-discovery, balance, and essential life skills through recreation. Community involvement is an important component of this process as the department values assessment information and evaluative input from the community on new and existing programs and services. Community volunteers are an important and valuable resource to the City, and the department's approximately 900 volunteers contributed 30,230 hours of service for an annual net value of \$612,000 in the last fiscal year.

A multitude of programs and classes are currently offered to the community, which include the following.



- Adult and youth aquatics and sports programs
- Programs for senior citizens
- Day camps for children that focus on a particular sport or theme
- Public rental of recreation facilities
- Special interest programs such as dance, performing arts, martial arts, physical fitness, preschool, and courses that promote enrichment and creativity
- Free or low-cost drop in programs for youth focusing on fitness, fun, and healthy lifestyles

The Recreation Department operates 11 recreational facilities throughout the city, which includes two outdoor swimming complexes. The Department also offers a number of additional programs that are conducted at local parks and elementary schools.

The Recreation Department, in collaboration with the Parks Maintenance Division, coordinates the use of outdoor facilities and fields for 24 youth-serving sports organizations that comprise the Chula Vista Youth Sports Council.

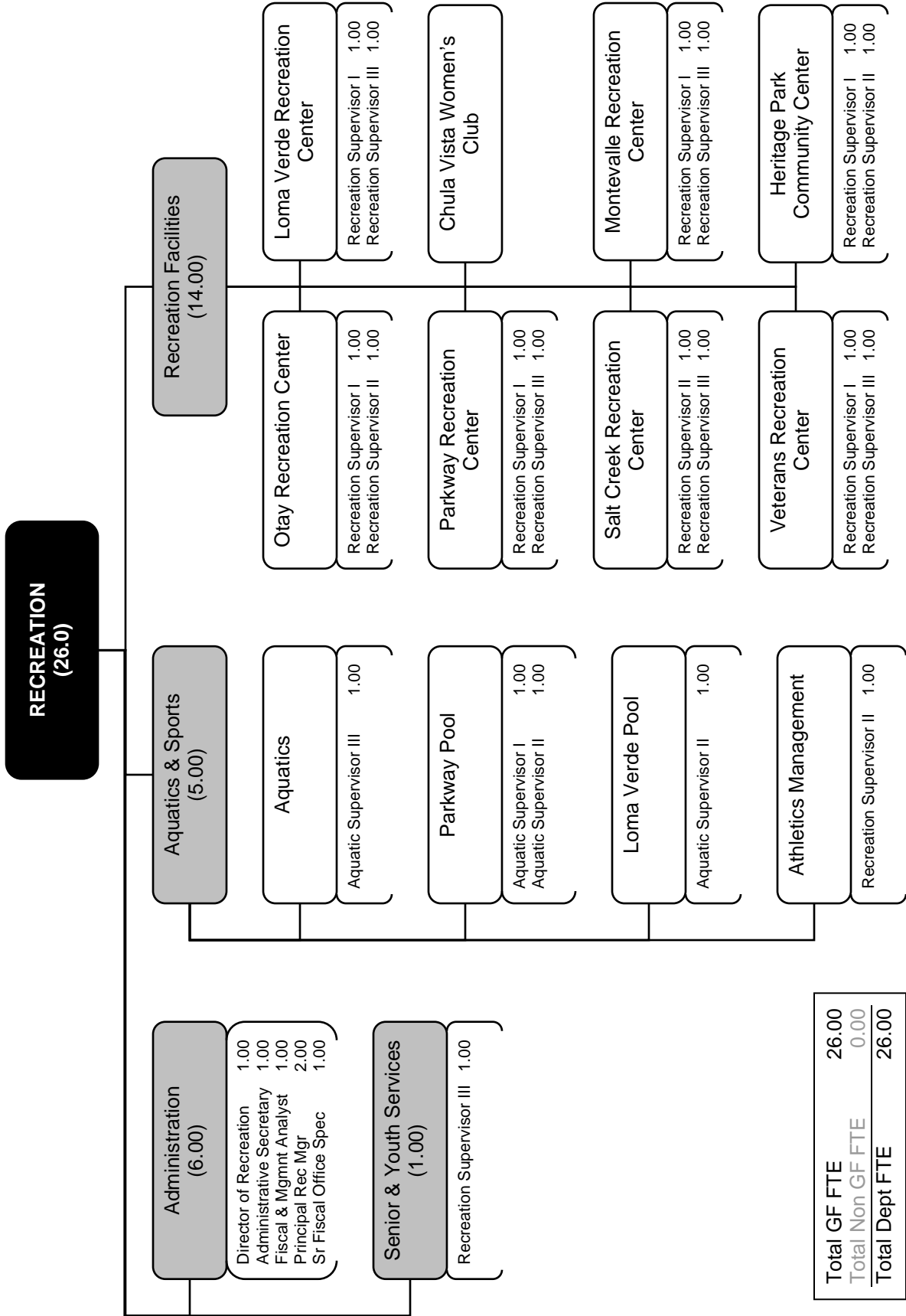
# RECREATION

## MISSION STATEMENT

The mission of the Recreation Department is to enrich our community through recreational opportunities and services.

## SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
<b>Personnel Expenses</b>				
Salaries	1,992,060	2,252,057	1,915,605	1,699,945
Hourly Wages	1,333,152	988,192	899,426	905,266
Overtime	4,802	6,231	5,195	5,300
Health Benefits	314,572	376,675	315,062	305,553
Retirement Benefits	695,865	733,606	613,460	580,040
Other Personnel Expense	81,074	141,669	105,202	102,732
<b>Personnel Expenses Subtotal</b>	<b>4,421,525</b>	<b>4,498,430</b>	<b>3,853,950</b>	<b>3,598,835</b>
<b>Non-Personnel Expenses</b>				
Supplies and Services	761,607	645,865	765,241	581,924
Other Expenses	0	84,802	142,820	90,982
Capital	0	49,192	37,928	0
Utilities	456,836	483,318	486,506	529,255
<b>Non-Personnel Expenses Subtotal</b>	<b>1,218,443</b>	<b>1,263,177</b>	<b>1,432,495</b>	<b>1,202,161</b>
<b>TOTAL EXPENDITURES</b>	<b>\$5,639,968</b>	<b>\$5,761,607</b>	<b>\$5,286,445</b>	<b>\$4,800,996</b>
<b>REVENUES</b>				
Use of Money & Property	481,277	438,822	526,931	443,102
Revenue from Other Agencies	84,938	86,497	29,423	29,423
Charges for Services	1,449,432	1,598,163	1,416,309	1,338,642
Other Revenue	148,997	218,491	390,053	84,660
<b>ESTIMATED TOTAL REVENUES</b>	<b>\$2,164,644</b>	<b>\$2,341,973</b>	<b>\$2,362,716</b>	<b>\$1,895,827</b>
<b>REVENUE RECOVERY %</b>	<b>38%</b>	<b>41%</b>	<b>45%</b>	<b>39%</b>
<b>AUTHORIZED FULL TIME POSITIONS</b>	<b>34.00</b>	<b>38.50</b>	<b>26.00</b>	<b>26.00</b>





# RECREATION

## STRATEGIC GOALS

### ECONOMIC VITALITY

- **Explore opportunities for public/private partnerships for park and recreation facilities**

*Successful partnerships have been established with Kaiser Permanente, Alliance Health Care, and Las Primeras, and additional sponsors are being solicited.*

*We are working internally to evaluate what we are currently charging for our recreational program fees.*

*San Miguel Community Park with the Softball/Baseball overall design will be our test model for the plan .*

**Status:** *In progress, and ongoing*

*Coming back to council in the fall to present recommendations.*

*Implementation of San Miguel Community Park test model will be this fall.*

### QUALITY CULTURAL, EDUCATIONAL AND RECREATIONAL OPPORTUNITIES

- **Provide appropriate recreational programs, services and facilities**

*Program evaluation, including customer surveys and cost-effectiveness reviews is ongoing. The Department's Strategic Plan is being evaluated and updated.*

**Status:** *In progress, and ongoing.*

### SUSTAINABLE DEVELOPMENT & COMMUNITY

- **Develop a Parks Master Plan that will result in a balanced and sustainable parks system**

*Plan is currently being reviewed and updated*

**Status:** *In progress.*

# RECREATION

## KEY PERFORMANCE MEASURES

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ESTIMATED	2010-11 PROJECTED
% of sports field usage (used/available)	N/A	81.00%	77.50%	78.00%
% of customer satisfaction rating "good" or "excellent"	94.00%	93.00%	91.00%	92.00%
Total hours of sports field usage	49,500	48,879	45,827	45,800
Total attendance at programs for seniors	105,720	98,927	101,138	101,250
Total attendance at recreation centers	857,108	742,267	757,499	758,000
Total enrollment in adult leagues	9,267	9,885	9,930	9,950

## LIBRARY DEPARTMENT

The mission of the Chula Vista Public Library is to increase knowledge and enrich lives within the community. This is accomplished by connecting people equitably to responsive programs, services and resources that reflect the ideals of a democratic society. The Department's vision is that the Chula Vista Public Library be the community's family room, a welcoming and inviting place to learn, connect, explore, experience and reflect.



The Chula Vista Public Library is comprised of three dynamic state-of-the-art libraries delivering books, magazines, newspapers, information services, DVD's, CDs, free public access computers, free wi-fi, and community programming to the City's residents nearly every day of the year. The South Chula Vista Branch Library and the Civic Center Branch Library offer full library service in English and

Spanish. The shared-use Eastlake Library, co-located on campus with the Eastlake High School library, provides a location especially suited for young families and students. From the library's interactive and user-friendly homepage, residents can request or renew books, pay fines, browse digitized photos from Chula Vista's past, use premium subscription databases and research materials, download e-books, check out the calendar of library events, and register for programs via remote access 24 hours a day, from home, work or school. In fiscal year 2009-10, 639,429 visitors borrowed 987,836 books and other materials, and made over 161,000 reservations for library computers.

The Chula Vista Public Library offers numerous programs, activities, and events to the community's children, teens and adults. These include summer reading programs for all ages, after school activities, free film festivals, art exhibits, and concerts. The library provides a variety of public spaces available for use by community groups, as well as coordinating grants to support local arts organizations and school art programs. As part of the library's thriving volunteer program, residents may read to children and help with youth activities, tutor students, staff the Adult Literacy and ESL center, help in the library's bookstores, work on library projects, and assist with special events.

The Chula Vista Heritage Museum is also a part of the Chula Vista Public Library System. The museum was founded in 1993 and focuses on exhibits about Chula Vista's past. Artifacts and photos chronicle the settlement and development of Chula Vista, including historic homes and buildings, daily life, community events, noted individuals, and the City's citrus and aircraft industry.

# LIBRARY

## MISSION STATEMENT

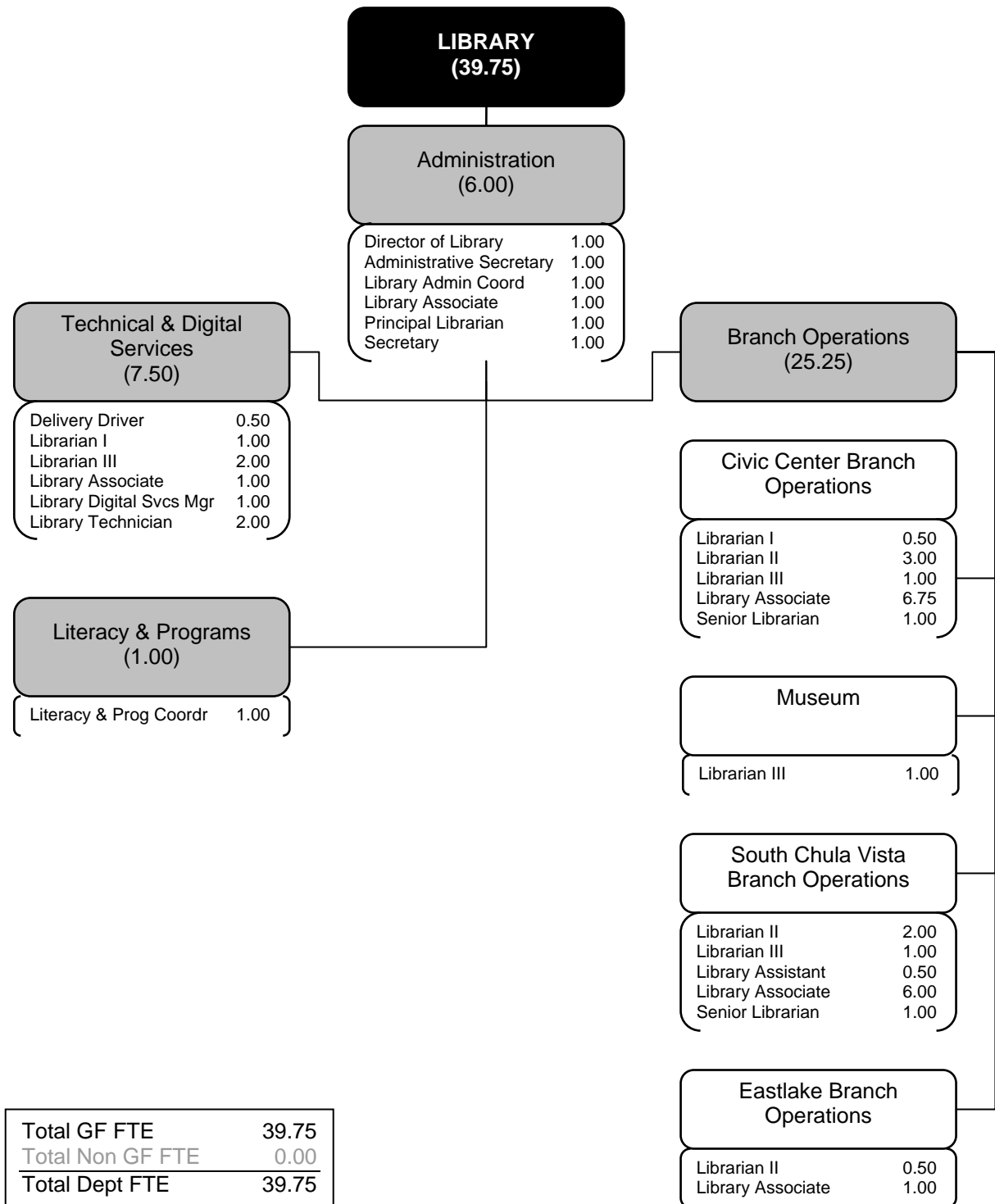
The mission of the Chula Vista Public Library is to increase knowledge and enrich lives within the community. We accomplish this by connecting people equitably to responsive programs, services and resources in a manner that reflect the ideals of a democratic society.

## SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
<b>Personnel Expenses</b>				
Salaries	3,609,807	2,919,380	2,048,437	2,289,031
Hourly Wages	1,353,358	1,386,891	252,032	261,582
Overtime	56	126	0	0
Health Benefits	625,126	522,850	398,700	463,433
Retirement Benefits	1,163,831	940,225	632,545	732,755
Other Personnel Expense	167,080	163,171	153,712	(171,707)
<b>Personnel Expenses Subtotal</b>	<b>6,919,258</b>	<b>5,932,643</b>	<b>3,485,426</b>	<b>3,575,094</b>
<b>Non-Personnel Expenses</b>				
Supplies and Services	944,943	896,745	887,802	816,538
Other Expenses	0	376	7,360	400
Utilities	360,695	363,215	359,330	402,143
<b>Non-Personnel Expenses Subtotal</b>	<b>1,305,638</b>	<b>1,260,336</b>	<b>1,254,492</b>	<b>1,219,081</b>
<b>TOTAL EXPENDITURES</b>	<b>\$8,224,896</b>	<b>\$7,192,979</b>	<b>\$4,739,918</b>	<b>\$4,794,175</b>
<b>REVENUES</b>				
Fines, Forfeitures, Penalties	222,074	157,781	177,229	174,100
Use of Money & Property	74,992	63,928	53,440	67,000
Revenue from Other Agencies	1,704,993	1,701,735	12,931	0
Charges for Services	0	0	175	0
Other Revenue	48,414	6,056	37,000	37,350
Transfers In	31,110	25,000	25,000	25,000
<b>ESTIMATED TOTAL REVENUES</b>	<b>\$2,081,583</b>	<b>\$1,954,500</b>	<b>\$305,775</b>	<b>\$303,450</b>
<b>REVENUE RECOVERY %</b>	<b>25%</b>	<b>27%</b>	<b>6%</b>	<b>6%</b>
<b>AUTHORIZED FULL TIME POSITIONS</b>	<b>66.25</b>	<b>50.75</b>	<b>40.25</b>	<b>39.75</b>

# LIBRARY

## ORGANIZATIONAL CHART



### COMMUNITY

#### ■ Explore joint Police Department/Library facility

*Identify opportunities to open a community services hub on east side with CVPD.*

**Status:** *Discussions underway with two shopping areas in cooperation with CVPD.*

#### ■ Implement new library services strategy

*Expand library hours. Restore literacy services to South Chula Vista Branch. Open interim library service outlet on Eastside. Create high interest events designed to spark positive media attention.*

**Status:** *Resumption of community outreach and cooperative programming; Open hours partially restored effective July 6, 2010. Literacy service partially restored effective April 2010. Numerous high interest events staged.*

### SUSTAINABLE DEVELOPMENT

#### ■ Cultivate and promote cultural and educational partnerships with the community, Cultural Arts Commission and institutions

*Create and use effective partnerships to leverage library's reach into community.*

**Status:** *Partnerships in effect or being developed with the following entities: Otay Ranch Town Center, Shops at San Miguel Ranch, South Bay Volkswagen, Henry's Market, County Aging and Independence Services, Lauderbach Literacy Council, Therapy Dogs International, Chula Vista Garden Club, City Department of Energy and Conservation Management, Chula Vista Elementary School District, Sweetwater Unified HS District, Southwestern College, among others. Cultural Arts Committee has reviewed and made award recommendations for Performing Arts grants and Gayle McCandless award. In March 2010 began use of VolunteerMatch, online volunteer web portal, to more effectively reach potential community volunteers.*

# LIBRARY

## STRATEGIC GOALS

### ■ Provide successful library programming, services and facilities

*Evaluate current programs, facilities, and services. Identify optimum candidates for affordable, effective improvement and expansion.*

**Status:** Literacy tutor training completed April 2010; Literacy Center Wing re-opened July 2010. Foreign Film festival completed March 2010; "speed dating" successfully launched Feb 2010. "Battle of the Books" in cooperation with CVESD attracts over 800 participants and audience. "Paws to Read" successfully launched April 2010. Grants received for additional premium library databases and laptops for in-house loan. Positive news attention generated for city and library in December, February, March, April and June 2010. In-house customer satisfaction survey completed July 2010. Remodeled Veteran's Wing dedicated June 2010.

### ■ Update Library Facility Master Plan

*Write and release RFP. Evaluate responses and select vendor. Monitor contract. Review and accept deliverables. Present to City Council.*

**Status:** RFP Process completed. Scheduled for Council review July 2010.

## KEY PERFORMANCE MEASURES

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ESTIMATED	2010-11 PROJECTED
Internet sessions per capita	0.28	0.92	0.70	0.77
Program attendance per capita	0.11	0.90	0.40	0.50
Visitor count per capita	5.60	3.53	2.69	2.97
Circulation per capita	5.47	4.98	4.16	4.43





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A D O P T E D   B U D G E T

DEVELOPMENT SERVICES  
FUND

FISCAL YEAR 2011



## DEVELOPMENT SERVICES FUND

The Development Services fund accounts for revenues and expenditures related to the processing of development plans and permits. The fund is comprised of three divisions, Planning, Building, and Engineering, which provide direct services to property owners, developers, and the City as required for the entitlement and/or improvement of property. The services provided encompass most development activities, including land use entitlements; public infrastructure, open space, and landscape planning; public infrastructure construction and grading permits; building permits; and inspection of all projects constructed on private property.

Historically, all development processing revenues were reflected in the City's General Fund along with development services staffing and associated expenditures. Beginning in fiscal year 2008-09, all development funded staff was budgeted directly in the Development Services Fund, with all processing revenues assigned to this fund as well. Consolidating all development service cost centers in a single fund clearly delineates development related costs and revenues from General Fund supported services; thereby making the nexus between development related activities, costs, fees, and revenues more transparent. This also allows operating expenses to be adjusted to coincide with changes in demand for development services. This adjustment of operating expenses aids in avoiding impacts to the General Fund reserves when revenue fluctuations occur as result of changes in development activity. The proposed fiscal year 2010-11 budget reflects the continued effort of balancing development related resources with development related services demand.

## REVENUES

Development related revenues consist of two categories: development processing fee revenues and deposit based revenues. Development processing fee revenues include building permits, planning fees, other building department fees, and engineering fees. Deposit based revenues are generated through staff time reimbursements related to specific projects. The table below provides a comparison of the projected revenues for fiscal year 2009-10 to the proposed fiscal year 2010-11 revenues. The fiscal year 2009-10 projected revenues reflect the continued slowdown in development. Revenues for FY 2010-11 are budgeted at a higher level than the projected revenue for FY 2009-10. This is in anticipation that development activity will increase as the current recession subsides. The City is currently anticipating that the following major projects will move forward in FY 2010-11:

- Bayfront Redevelopment Project
- Millenia Project
- University Land Entitlement Projects
- Southwest Planning Activities

Work is currently underway on Phase II of the Master Fee Study; this phase includes an update if development related fees. The fee update is scheduled to be completed early in fiscal year 2010-11.

### Development Services Fund Revenues

Category	FY 08-09 Actual	FY 09-10 Estimated Actual	FY 10-11 Adopted	Inc/Dec	% Inc/Dec
Licenses and Permits	\$ 1,141,111	\$ 1,048,472	\$ 1,045,740	\$ (2,732)	0%
Revenue from Other Agencies	\$ 2,304	\$ -	\$ -	\$ -	0%
Charges for Services	\$ 3,538,765	\$ 2,552,336	\$ 3,521,212	\$ 968,876	38%
Other Revenue	\$ 2,472,167	\$ 852,870	\$ 902,585	\$ 49,715	6%
Transfers In	\$ 455,793	\$ 362,050	\$ 493,533	\$ 131,483	36%
<b>Total</b>	<b>\$ 7,610,140</b>	<b>\$ 4,815,728</b>	<b>\$ 5,963,070</b>	<b>\$ 1,147,342</b>	<b>24%</b>

A summary of the notable changes by category are listed below:

- Licenses and Permits – The decrease in this category (\$2.7k) reflects the net change of various revenues accounts in this revenue category that is projected for FY 2010-11. Included in that changes for FY 2010-11 is a correction for sewer permit revenue (\$40k) that

was previously budgeted but does not pertain to this department. This decrease is offset by increases in other revenue accounts within this category.

- Charges for Services – An increase of \$968.9k over the projected FY 2009-10 in anticipation of projected increased development activity for FY 2010-11.
- Other Revenue – The increase (\$49.7k) reflects funding from SDG&E partnership grant and CIP reimbursements.
- Transfers In – The increase in this category (\$131.4k) is due to an increase in the amount of the General Fund subsidy. This increase is necessary to offset the shortfall in revenue due to the slowdown in development activity and to compensate for staff work that is completed on behalf of projects that benefit the City's General Fund.

## EXPENDITURES

The fiscal year 2010-11 budget includes funding for 39.0 positions. Staffing levels are unchanged from FY 2009-10. As illustrated in the following table, expenditures in the Development Services fund are weighted toward staffing, much the same as the City's overall budget. Transfers-out reimburse the General Fund for citywide and departmental overhead. Reimbursed citywide overhead includes support costs associated with Finance, Human Resources, Information Technology Services, Custodial Services, and City Attorney.

### Development Services Fund Expenditures

Category	FY 08-09 Actual	FY 09-10 Estimated Actual	FY 10-11 Adopted	Inc/Dec	% Inc/Dec
Personnel Services	\$ 7,075,372	\$ 4,532,995	\$ 4,721,457	\$ 188,462	3%
Supplies and Services	\$ 261,553	\$ 97,468	\$ 135,292	\$ 37,824	14%
Other Expenses	\$ 8,487	\$ 12,374	\$ 12,300	\$ (74)	-1%
Transfers Out	\$ 1,642,122	\$ 945,522	\$ 1,073,702	\$ 128,180	8%
Utilities	\$ 6,820	\$ 4,819	\$ 15,213	\$ 10,394	152%
<b>Total</b>	<b>\$ 8,994,354</b>	<b>\$ 5,593,178</b>	<b>\$ 5,957,964</b>	<b>\$ 364,786</b>	<b>4%</b>

A summary of the notable changes by category are listed as follows:

- Personnel Services – An increase of \$188.4k that reflects the baseline salary and benefit costs changes to salary, retirement and health insurance that are necessary to fund FY 2010-11 staffing levels.
- Supplies and Services – A net increase of \$37,824 that reflects various adjustments across supplies and services accounts including increases for: printing and binding, office equipment maintenance and fleet maintenance.
- Other Expenses – The decreased budget (\$74) in this category is for credit card transaction fees as the development services counter began accepting credit cards in FY 2008-09. The budgeted expense level reflects the projected amount that will be necessary for FY 2010-11.
- Transfers Out – The reduction in transfers out reflects an increase of \$128.1k reflecting a decrease in the reimbursement amount from the Development Services Fund to the General Fund for overhead costs. As noted in the Transfers In (revenue) changes above, the fiscal year 2010-11 budget reflects an increase in the transfer from the General Fund to the Development Services Fund. This increase is intended to offset the shortfall in revenue due to the slowdown in development activity and to compensate for staff work that is completed on behalf of projects that benefit the City's General Fund. In fiscal year 2009-10 this transaction was reflected as a reduced amount that was transferred out for overhead costs from the Development Services Fund to the General Fund. The increased Transfers Out amount reflects the overhead charges to the Development Services fund based on the fiscal year 2009-10 cost allocation plan.
- Utilities – The increase in this category (\$10.4k) includes a \$10,000 increase to pay for wireless data charges in the Building Division. These expenses have been incurred by the department previously but have not been specifically budgeted.

## FUND SUMMARY

BUDGET CATEGORY	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
Personnel Services	0	7,075,372	4,532,995	4,721,457
Supplies and Services	0	261,553	97,468	135,292
Other Expenses	0	8,487	12,374	12,300
Utilities	0	6,820	4,819	15,213
Transfers Out	0	1,642,122	945,522	1,073,702
<b>TOTAL EXPENDITURES</b>	<b>\$0</b>	<b>\$8,994,354</b>	<b>\$5,593,178</b>	<b>\$5,957,964</b>
<b>REVENUES</b>				
Licenses and Permits	0	1,141,111	1,048,472	1,045,740
Revenue from Other Agencies	0	2,304	0	0
Charges for Services	0	3,538,765	2,552,336	3,521,212
Other Revenue	0	2,472,413	852,870	902,585
Transfers In	0	456,382	362,050	493,533
<b>ESTIMATED TOTAL REVENUES</b>	<b>\$0</b>	<b>\$7,610,975</b>	<b>\$4,815,728</b>	<b>\$5,963,070</b>
<b>NET FUND ACTIVITY</b>	<b>\$0</b>	<b>(\$1,383,379)</b>	<b>(\$777,450)</b>	<b>\$5,106</b>

## STAFFING SUMMARY - 236

BUDGET CATEGORY	FY 2009-10 ADOPTED	FY 2009-10 MIDYEAR	FY 2010-11 CHANGES	FY 2010-11 ADOPTED
Assistant Planner	1.00	-	-	1.00
Associate Engineer	3.00	-	-	3.00
Associate Planner	4.00	-	-	4.00
Building Inspector I/II	4.00	-	-	4.00
Building Inspector III	1.00	-	-	1.00
Deputy Building Official	1.00	-	-	1.00
Development Planning Manager	1.00	-	-	1.00
Development Services Technician I/II	2.00	-	-	2.00
Development Services Technician III	2.00	-	-	2.00
Engineering Technician I/II	1.00	-	-	1.00
Landscape Architect	1.00	-	-	1.00
Landscape Planner I/II	3.00	-	-	3.00
Plans Examiner	3.00	-	-	3.00
Principal Planner	2.00	-	-	2.00
Secretary	1.00	-	-	1.00
Senior Building Inspector	1.00	-	-	1.00
Senior Civil Engineer	1.00	-	-	1.00
Senior Engineering Technician	1.00	-	-	1.00
Senior Office Specialist	1.00	-	-	1.00
Senior Planner	4.00	-	-	4.00
Transportation Engineer w/Certificate	1.00	-	-	1.00
<b>TOTAL AUTHORIZED POSITIONS</b>	<b>39.00</b>	<b>-</b>	<b>-</b>	<b>39.00</b>





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## A D O P T E D   B U D G E T

### REDEVELOPMENT AND HOUSING FUNDS

Redevelopment Agency Funds

Housing Authority Funds

FISCAL YEAR 2011



## REDEVELOPMENT AGENCY FUNDS

The Chula Vista Redevelopment Agency was created on October 24, 1972 by City Council Ordinance. The goals of the Redevelopment Agency are to reduce blight and to encourage new development, reconstruction, and rehabilitation of residential, commercial, industrial, and retail uses. Since the Agency's creation, the City has adopted and amended six project areas to encompass a total of approximately 3,563 acres of City territory. Current land uses within these areas are mostly commercial and industrial, but also includes some residential and public uses (e.g., governmental administrative centers, corporation yards, streets, etc.).

In 1979 and 2000, the City financially merged the various project areas into two primary configurations: (1) the Merged Bayfront/Town Centre I Redevelopment Project Area (1979) and (2) the Merged Chula Vista Redevelopment Project Area (2000). The merger of project areas allows the Agency to pool tax increment revenues generated in different project areas and leverage them appropriately to create benefit for the entire merged project area. The Agency receives tax increment revenues resulting from increases in the assessed valuation within the redevelopment project areas over the base year assessed valuation.

The RDA focuses on the development of sustainable neighborhoods through a variety of investments such as:

- Crime reduction through elimination of blight,
- Improve infrastructure and public facilities,
- Provide funds for valuable public services,
- Support small business and enhance job opportunities,
- Revive business districts and downtowns

## **FUND DESCRIPTIONS**

The Agency budget is organized into operating funds, pass-through funds and debt service funds. The operating funds account for the staffing and expenditures required in the day-to-day activities of the Redevelopment Agency. Included, as an operating fund is the Low and Moderate Housing Income fund that accounts for the statutorily required 20 percent set-aside for used for administering the City's low and moderate-income housing and related expenditures. The Debt Service funds are used to pay for Agency debt service on its outstanding Tax Allocation Bonds, Certificates of Participation and the Advances and other debt of the Agency.

### Operating Funds

#### Fund 317 - Low and Moderate Income Housing Fund

The Low and Moderate Income Housing Fund accounts for a statutorily required 20 percent set-aside of tax increment revenue earned by the Agency for development of affordable housing. As tax increment revenues are generated in redevelopment project areas, 20 percent of the gross revenue stream is immediately set aside and placed in the Low and Moderate Income Housing Fund. Those funds, pooled with other federal and state resources and tax credits, provide an important financing tool to assist in the development of income-restricted, affordable housing projects.

#### Fund 611 and 651 Redevelopment Project Area Funds

The Project Area Funds are the primary operating funds for the Redevelopment Agency. These funds account for revenue received from tax increment within the redevelopment project areas and is used to fund operating expenditures, statutory and negotiated pass through payments, and Agency capital projects.

### Pass-Through Funds

#### Funds 671 to 675 Southwest Pass-Through Agreement Funds

These funds are used to account for tax increment that is passed through to other agencies per the negotiated agreement with the County of San Diego as a condition of creating the Southwest project area. The funds are passed-through to the County of San Diego, County of San Diego Office of Education, Sweetwater Union High School District, Chula Vista Elementary School District and the Southwestern Community College District.

### Debt Service Funds

The Debt Service funds are used to pay for Agency debt service on its outstanding Tax Allocation Bonds, Certificates of Participation and the Advances and other debt of the Agency.

#### Fund 652 – RDA 2000 Tax Allocation Bonds (TABs) Project Fund

This fund was established to account for project expenditures using bond proceeds from the RDA 2000 Tax Allocation Bonds (TABs).

#### Fund 653 – RDA 2008 Tax Allocation Refunding Bonds (TARBs) Project Fund

This fund was established to account for project expenditures using bond proceeds from the RDA 2008 Tax Allocation Refunding Bonds (TARBs).

#### Fund 689 – RDA 2000 Tax Allocation Bonds (TABs)

This fund was established to account for the debt service payments for the Redevelopment Agency 2000 Tax Allocation Bonds (Merged Redevelopment Project). The Merged Redevelopment Project was created on August 22, 2000, pursuant to an amendment to the redevelopment plans for three of the Agency's four existing redevelopment projects, the Town Centre II Project Area, the Otay Valley Project Area and the Southwest Project Area. The Bonds were issued to provide funds for the repayment of certain obligations of the Merged Redevelopment Project and other interfund loans, and for general redevelopment purposes. The term of the Bonds is through the year 2030. The total bond amount was \$17,000,000. This debt was refunded in 2008, becoming Fund 697 – RDA 2008 Tax Allocation Refunding Bonds.

#### Fund 691 – Long Term Advances Debt Service Fund – Redevelopment Agency

This fund was established to account for Redevelopment Agency interfund loans.

#### Fund 693 – 2005 Taxable Revenue Bonds Series A – CRA/ERAF Loan Program

In April 2005, the Agency entered into a Loan Agreement with the California Statewide Communities Development Authority to borrow the amount of \$765,000. This amount was used to pay the Agency's portion of the 2005 Educational Revenue Augmentation Fund (ERAF) to the County of San Diego pursuant to Section 33681.12 of the California Health and Safety Code.

#### Fund 694 – 2006 Taxable Revenue Bonds Series A – CRA/ERAF Loan Program

In April 2006, the Agency entered into a Loan Agreement with the California Statewide Communities Development Authority to borrow the amount of \$930,000. This amount was used to pay the Agency's portion of the 2006 Educational Revenue Augmentation Fund (ERAF) to the County of San Diego pursuant to Section 33681.12 of the California Health and Safety Code.

#### Fund 695 – 2006 Senior Tax Allocation Refunding Bonds, Series A

In July 2006, the Redevelopment Agency issued the 2006 Senior Tax Allocation Bonds, Series A in the amount of \$13,435,000 to refinance the Agency's outstanding Bayfront/Town Centre Redevelopment Project 1994 Senior Tax Allocation Refunding Bonds Series A (the "1994 A Bonds"). The original bonds were issued to finance improvements in the Bayfront/Town Centre Project Areas. The Annual Debt Service is paid from property tax increment generated in the project areas. The term of the bonds runs through 2027.

#### Fund 696 – 2006 Subordinate Tax Allocation Refunding Bonds, Series B

In July 2006, the Redevelopment Agency issued the 2006 Subordinate Tax Allocation Bonds, Series B in the amount of \$12,325,000 to refinance the Agency's outstanding Bayfront/Town Centre Redevelopment Project 1994 Senior Tax Allocation Refunding Bonds Series D (the "1994 D Bonds") and the 1994 Subordinate Tax Allocation Refunding Bonds, Series C (the 1994 C Bonds). The original bonds were issued to finance improvements in the Bayfront/Town Centre Project Areas. The Annual Debt Service is paid from property tax increment generated in the project areas. The term of the bonds runs through 2021.

#### Fund 697 – RDA 2008 Tax Allocation Refunding Bonds (TARBs)

This fund was established to account for the debt service payments for the refunding of the Redevelopment Agency 2000 Tax Allocation Bonds (Merged Redevelopment Project) in the amount of \$21,625,000. The Merged Redevelopment Project was created on August 22, 2000, pursuant to an amendment to the redevelopment plans for three of the Agency's four existing redevelopment projects, the Town Centre II Project Area, the Otay Valley Project Area and the Southwest Project Area. The Merged Project Area was amended in 2004 adding 494 acres. The Bonds were issued to provide funds for the repayment of certain obligations of the Merged Redevelopment Project and other interfund loans, and for general redevelopment purposes. The term of the Bonds is through the year 2036.

## REVENUES

The table below provides a comparison of the budgeted revenues for fiscal year 2009-10 to the proposed fiscal year 2010-11 revenues. The table does not reflect the debt service or pass through funds revenue budget.

### Redevelopment Agency Operating Fund Revenues

	FY 09-10 Adopted	FY 10-11 Adopted	Inc/Dec	% Inc/Dec
Property Taxes	\$ 14,725,385	\$ 14,503,819	\$ (221,566)	-1.5%
Use of Money & Property	\$ 43,636	\$ 9,662,884	\$ 9,619,248	22044.3%
Charges for Services	\$ -	\$ -	\$ -	0.0%
Development Impact Fees	\$ -	\$ -	\$ -	0.0%
Other Revenue	\$ 30,000	\$ 30,000	\$ -	100.0%
Transfers In	\$ 7,548,474	\$ 4,369,734	\$ (3,178,740)	-42.1%
<b>Total Revenues</b>	<b>\$ 22,347,495</b>	<b>\$ 28,566,437</b>	<b>\$ 6,218,942</b>	<b>27.8%</b>

A summary of the notable changes by category are listed below:

- Property Taxes – The decrease in this category reflects the projected decrease in property tax increment revenue for fiscal year 2010-11 due to the reduced CPI Inflation Factor.
- Use of Money & Property – The increase represents a sale of property of which the proceeds will be used as a loan repayment to the City's General Fund.
- Transfers In – The decrease in this category primarily reflects the closure of Fund 315 RDA Housing Program.

## EXPENDITURES

The table below provides a comparison of the budgeted expenditures for fiscal year 2009-10 to the proposed fiscal year 2010-11 expenditures. The table does not reflect the debt service or pass-through funds expenditure budget.

### Redevelopment Agency Operating Fund Expenditures

	FY 09-10 Adopted	FY 10-11 Adopted	Inc/Dec	% Inc/Dec
Personnel Services	\$ 612,947	\$ 637,002	\$ 24,055	3.9%
Supplies and Services	\$ 856,730	\$ 771,850	\$ (84,880)	-9.9%
Other Expenses	\$ 4,240,806	\$ 2,591,737	\$ (1,649,069)	-38.9%
Capital	\$ 6,000	\$ 6,000	\$ -	0.0%
Transfers Out	\$ 9,679,794	\$ 21,450,759	\$ 11,770,965	121.6%
CIP Project Expenditures	\$ 1,025,000	\$ 995,000	\$ (30,000)	-2.9%
Non-CIP Project Expenditures	\$ 300,000	\$ 4,000,000	\$ 3,700,000	100.0%
Utilities	\$ 1,081	\$ 1,300	\$ 219	20.3%
<b>Total Expenditures</b>	<b>\$ 16,722,358</b>	<b>\$ 30,453,648</b>	<b>\$ 13,731,290</b>	<b>82.1%</b>

A summary of the notable changes by category are listed below:

- Supplies and Services – The decrease in this category is due to a decrease in Professional Services expenditures.
- Other Expenses – The decrease in this category reflects Southwest Tax Agreement pass through payments recorded as a Transfer Out and zero funding by Low & Moderate Income Housing Fund for loans to outside entities.
- Transfers Out – The increase in this category reflects transfers from the operating funds to a debt fund and the corresponding transfer from the debt fund to the City's General Fund for a loan repayment. Included in this loan repayment are the proceeds from the sale of property for \$9.6 million.
- CIP Project Expenditures – The budget for this category includes funding for Southwest residential rehabilitation pilot program, Third Avenue Streetscape Master Plan Construction and Storefront renovation program along Broadway and Third Avenue.
- Non-CIP Project Expenditures – The increase in this category reflects assistance for The Landings II affordable housing project.



## FUND SUMMARY

BUDGET CATEGORY	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
Personnel Services	818,621	752,296	612,947	637,002
Supplies and Services	588,754	235,118	856,730	771,850
Other Expenses	9,476,528	4,510,624	4,240,806	2,591,737
Capital	5,683	3,917	6,000	6,000
Utilities	1,122	1,198	1,081	1,300
Transfers Out	1,713,211	11,848,876	9,679,794	21,450,759
CIP Project Expenditures	104,419	685,551	1,025,000	995,000
Non-CIP Project Expenditures	8,960	7,724	300,000	4,000,000
<b>TOTAL EXPENDITURES</b>	<b>\$12,717,298</b>	<b>\$18,045,304</b>	<b>\$16,722,358</b>	<b>\$30,453,648</b>
<b>REVENUES</b>				
Property Taxes	9,112,078	13,781,684	14,725,385	14,503,818
Use of Money & Property	685,870	276,178	43,636	9,662,885
Charges for Services	2,542	0	0	0
Development Impact Fees	25,000	0	0	0
Other Revenue	771,714	40,792	30,000	30,000
Transfers In	0	6,905,068	7,548,474	4,369,734
<b>ESTIMATED TOTAL REVENUES</b>	<b>\$10,597,204</b>	<b>\$21,003,722</b>	<b>\$22,347,495</b>	<b>\$28,566,437</b>
<b>NET FUND ACTIVITY</b>	<b>(\$2,120,094)</b>	<b>\$2,958,418</b>	<b>\$5,625,137</b>	<b>(\$1,887,211)</b>

## FUND DETAIL

FUND # FUND DESCRIPTION	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
<b>317</b> RDA Low & Mod Income Housing	5,654,394	1,013,771	1,541,430	4,816,956
<b>611</b> Redev Bayfront/Town Centre I	2,675,922	3,442,852	5,652,001	5,201,687
<b>651</b> So West/Twn Ctr II/Oty Vly	4,386,982	13,588,681	9,528,927	20,435,005
<b>TOTAL EXPENDITURES</b>	<b>\$12,717,298</b>	<b>\$18,045,304</b>	<b>\$16,722,358</b>	<b>\$30,453,648</b>
<b>REVENUES</b>				
<b>317</b> RDA Low & Mod Income Housing	3,277,346	2,934,991	6,767,110	2,918,648
<b>611</b> Redev Bayfront/Town Centre I	2,194,130	4,678,515	5,822,162	5,201,688
<b>641</b> Redev Fine Arts	26,616	1,031	0	0
<b>651</b> So West/Twn Ctr II/Oty Vly	5,099,112	13,389,185	9,758,223	20,446,101
<b>TOTAL REVENUES</b>	<b>\$10,597,204</b>	<b>\$21,003,722</b>	<b>\$22,347,495</b>	<b>\$28,566,437</b>
<b>NET FUND ACTIVITY</b>	<b>(\$2,120,094)</b>	<b>\$2,958,418</b>	<b>\$5,625,137</b>	<b>(\$1,887,211)</b>

## STAFFING SUMMARY - 651

BUDGET CATEGORY	FY 2009-10 ADOPTED	FY 2009-10 MIDYEAR	FY 2010-11 CHANGES	FY 2010-11 ADOPTED
Assistant Director of Redevelopment and Housing	1.00	-	-	1.00
Senior Administrative Secretary	1.00	-	-	1.00
Senior Project Coordinator	2.00	-	-	2.00
<b>TOTAL AUTHORIZED POSITIONS</b>	<b>4.00</b>	<b>-</b>	<b>-</b>	<b>4.00</b>

## FUND SUMMARY

BUDGET CATEGORY	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
Other Expenses	1,442,179	53,301	0	1,420,887
<b>TOTAL EXPENDITURES</b>	<b>\$1,442,179</b>	<b>\$53,301</b>	<b>\$0</b>	<b>\$1,420,887</b>
<b>REVENUES</b>				
Property Taxes	1,363,173	0	0	0
Use of Money & Property	85,569	54,207	0	0
Transfers In	0	0	0	1,400,437
<b>ESTIMATED TOTAL REVENUES</b>	<b>\$1,448,742</b>	<b>\$54,207</b>	<b>\$0</b>	<b>\$1,400,437</b>
<b>NET FUND ACTIVITY</b>	<b>\$6,563</b>	<b>\$906</b>	<b>\$0</b>	<b>(\$20,450)</b>

## FUND DETAIL

FUND # FUND DESCRIPTION	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
671 SW Area Tax Agmt-SUHSD	306,182	22,506	0	263,662
672 SW Area Tax Agmt-C.O.E.	37,064	1,127	0	37,195
673 SW Area Tax Agmt-CV Elem SD	401,488	8,648	0	403,193
674 SW Area Tax Agmt-SW CC Dist	70,972	1,913	0	71,024
675 SW Area Tax Agmt-County SD	626,473	19,107	0	645,813
<b>TOTAL EXPENDITURES</b>	<b>\$1,442,179</b>	<b>\$53,301</b>	<b>\$0</b>	<b>\$1,420,887</b>
<b>REVENUES</b>				
671 SW Area Tax Agmt-SUHSD	309,887	23,806	0	259,862
672 SW Area Tax Agmt-C.O.E.	36,987	871	0	36,645
673 SW Area Tax Agmt-CV Elem SD	400,632	9,412	0	397,393
674 SW Area Tax Agmt-SW CC Dist	70,497	1,673	0	69,924
675 SW Area Tax Agmt-County SD	630,739	18,445	0	636,613
<b>TOTAL REVENUES</b>	<b>\$1,448,742</b>	<b>\$54,207</b>	<b>\$0</b>	<b>\$1,400,437</b>
<b>NET FUND ACTIVITY</b>	<b>\$6,563</b>	<b>\$906</b>	<b>\$0</b>	<b>(\$20,450)</b>

## FUND SUMMARY

BUDGET CATEGORY	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
Supplies and Services	10,791	8,526	10,000	15,000
Other Expenses	4,677,806	21,359,682	4,708,581	4,502,918
Transfers Out	843,500	9,981,158	4,142,842	9,012,152
<b>TOTAL EXPENDITURES</b>	<b>\$5,532,097</b>	<b>\$31,349,366</b>	<b>\$8,861,423</b>	<b>\$13,530,070</b>
<b>REVENUES</b>				
Property Taxes	3,318,076	0	0	0
Use of Money & Property	390,882	245,230	0	0
Other Revenue	7,665	21,625,481	0	0
Transfers In	1,492,586	13,236,341	6,029,423	15,814,750
<b>ESTIMATED TOTAL REVENUES</b>	<b>\$5,209,209</b>	<b>\$35,107,052</b>	<b>\$6,029,423</b>	<b>\$15,814,750</b>
<b>NET FUND ACTIVITY</b>	<b>(\$322,888)</b>	<b>\$3,757,686</b>	<b>(\$2,832,000)</b>	<b>\$2,284,680</b>

## FUND DETAIL

FUND # FUND DESCRIPTION	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
<b>652</b> RDA 2000 TABs Project Fund	843,500	3,286,812	45,000	0
<b>653</b> RDA 2008 TARBS Project Fund	0	4,148,731	800,000	1,000,000
<b>689</b> 2000 Tax Alloc Bond (RDA Proj)	1,195,380	2,237,310	515,000	0
<b>691</b> Long-term Advances DSF - RDA	1,391,696	1,546,967	4,187,842	9,212,152
<b>693</b> 05 Tax Rev (ERAF)	101,751	98,704	100,569	102,118
<b>694</b> 06 Tax Rev Bnd A (CRA/ERAF Ln	129,256	124,971	125,632	125,995
<b>695</b> 06 Sr TABS Ser A	972,941	1,019,123	1,073,545	1,073,945
<b>696</b> 06 Sr TABS Ser B	897,573	1,000,613	1,050,199	1,047,084
<b>697</b> 08 Tax Allocation Refunding Bond	0	17,886,135	963,636	968,776
<b>TOTAL EXPENDITURES</b>	<b>\$5,532,097</b>	<b>\$31,349,366</b>	<b>\$8,861,423</b>	<b>\$13,530,070</b>
<b>REVENUES</b>				
<b>652</b> RDA 2000 TABs Project Fund	121,680	8,360	0	0
<b>653</b> RDA 2008 TARBS Project Fund	0	7,847,679	45,000	0
<b>689</b> 2000 Tax Alloc Bond (RDA Proj)	1,321,704	60,894	0	0
<b>691</b> Long-term Advances DSF - RDA	1,492,586	5,842,473	2,782,842	12,598,971
<b>693</b> 05 Tax Rev (ERAF)	109,109	101,356	100,569	102,118
<b>694</b> 06 Tax Rev Bnd A (CRA/ERAF Ln	161,172	129,191	125,632	125,996
<b>695</b> 06 Sr TABS Ser A	888,170	821,153	1,017,545	1,022,945
<b>696</b> 06 Sr TABS Ser B	1,114,788	352,620	994,199	996,084
<b>697</b> 08 Tax Allocation Refunding Bond	0	19,943,326	963,636	968,636
<b>TOTAL REVENUES</b>	<b>\$5,209,209</b>	<b>\$35,107,052</b>	<b>\$6,029,423</b>	<b>\$15,814,750</b>

**DEBT SERV - REDEV AGENCY FUND****680**

NET FUND ACTIVITY	(\$322,888)	\$3,757,686	(\$2,832,000)	\$2,284,680
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## HOUSING AUTHORITY FUNDS

The Housing Authority was formed in 1993. A Housing Authority can provide tax-exempt bond financing, own and operate housing, and operate various housing programs. The Chula Vista Housing Authority does not own or operate housing, and the Section 8 rental assistance programs including Public Housing are operated in Chula Vista by the County of San Diego Housing Authority. The staff of the Housing Authority provides comprehensive housing services for the City.

The Chula Vista Housing Authority fund is the clearinghouse for all housing related staff activity. Personnel expenses are budgeted here, and are reimbursed by various other funds such as the Low and Moderate Income Housing Fund, and CDBG Fund. The Housing Funds will receive \$0.9 million in staff time reimbursements for administering the City's Housing, CDBG, HOME and other grants and for monitoring of bond covenants for affordable housing bonds issued by the City's Housing Authority. The Housing Authority focuses on the development of sustainable neighborhoods through a variety of investments such as:

- Production of affordable housing and home ownership opportunities
- Revive business districts and downtowns
- Clean-up of contaminated properties
- Neighborhood beautification such as upgrading facades and sidewalks

### **FUND DESCRIPTIONS**

#### Fund 313 - Chula Vista Housing Authority

The Chula Vista Housing Authority accounts for all housing related activities not considered eligible for reimbursement by the Low and Moderate Income Housing Fund.





## FUND SUMMARY

BUDGET CATEGORY	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
Personnel Services	611,220	779,102	828,806	856,097
Supplies and Services	39,352	424	42,800	102,800
Other Expenses	36,892	175,980	0	0
Capital	81,876	780	0	0
Utilities	67	(1)	55	55
Transfers Out	0	158,740	4,076,569	192,899
<b>TOTAL EXPENDITURES</b>	<b>\$769,407</b>	<b>\$1,115,025</b>	<b>\$4,948,230</b>	<b>\$1,151,851</b>
<b>REVENUES</b>				
Use of Money & Property	44,706	18,408	0	0
Charges for Services	95,450	44,364	63,442	71,000
Other Revenue	761,300	768,684	1,016,341	937,379
Transfers In	0	158,740	273,172	192,899
<b>ESTIMATED TOTAL REVENUES</b>	<b>\$901,456</b>	<b>\$990,196</b>	<b>\$1,352,955</b>	<b>\$1,201,278</b>
<b>NET FUND ACTIVITY</b>	<b>\$132,049</b>	<b>(\$124,829)</b>	<b>(\$3,595,275)</b>	<b>\$49,427</b>

## FUND DETAIL

FUND # FUND DESCRIPTION	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
313 CV Housing Authority	611,954	938,265	1,028,230	1,151,851
315 RDA Housing Program	157,453	176,760	3,920,000	0
<b>TOTAL EXPENDITURES</b>	<b>\$769,407</b>	<b>\$1,115,025</b>	<b>\$4,948,230</b>	<b>\$1,151,851</b>
<b>REVENUES</b>				
313 CV Housing Authority	734,205	984,688	1,352,955	1,201,278
315 RDA Housing Program	167,251	5,508	0	0
<b>TOTAL REVENUES</b>	<b>\$901,456</b>	<b>\$990,196</b>	<b>\$1,352,955</b>	<b>\$1,201,278</b>
<b>NET FUND ACTIVITY</b>	<b>\$132,049</b>	<b>(\$124,829)</b>	<b>(\$3,595,275)</b>	<b>\$49,427</b>

## STAFFING SUMMARY - 651

BUDGET CATEGORY	FY 2009-10 ADOPTED	FY 2009-10 MIDYEAR	FY 2010-11 CHANGES	FY 2010-11 ADOPTED
Accountant	1.00	-	-	1.00
Principal Project Coordinator	1.00	-	-	1.00
Project Coordinator I/II	2.00	-	-	2.00
Redevelopment and Housing Manager	1.00	-	-	1.00
Senior Fiscal Office Specialist	1.00	-	-	1.00
Senior Project Coordinator	1.00	-	-	1.00
<b>TOTAL AUTHORIZED POSITIONS</b>	<b>7.00</b>	<b>-</b>	<b>-</b>	<b>7.00</b>



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## A D O P T E D   B U D G E T

### SEWER FUNDS

# FISCAL YEAR 2011



## SEWER FUNDS

The sewer enterprise funds account for revenues and expenditures related to the City's sewer programs, including maintenance and expansion of the City's conveyance system and payment of San Diego Metro wastewater treatment costs.

### SEWER FUNDS AT A GLANCE

Number of Billing Accounts:	47,545
Miles of Pipe Managed:	476
Daily Treatment Rights (MGDs*):	21
Average Daily Treatment (MGDs*):	17
Annual Treatment Cost:	\$18.8 million

*\*Million gallons per day*

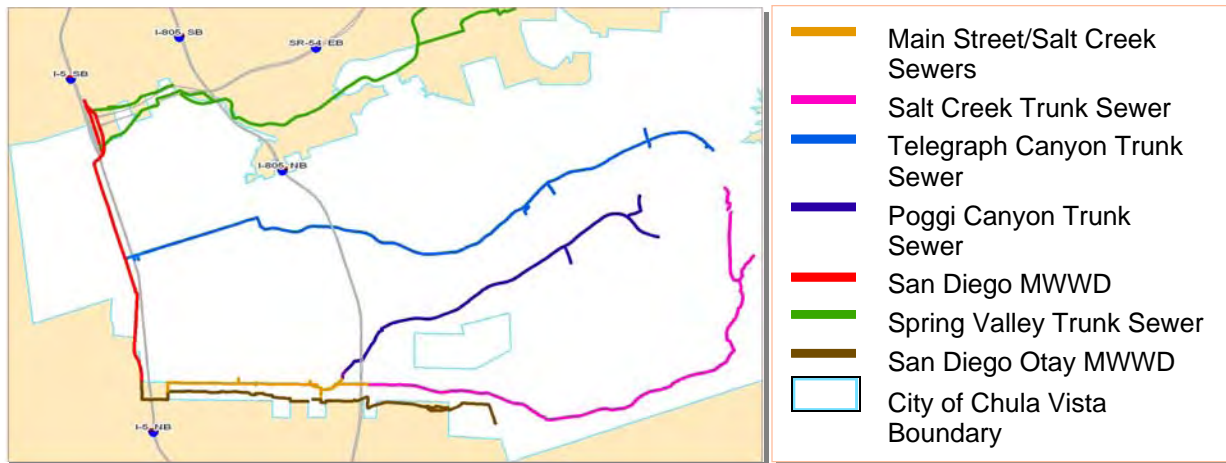
The City of Chula Vista provides wastewater conveyance and treatment services to approximately



*Pictured above: Point Loma Treatment Facility*

47,545 billing accounts, including residential and non-residential uses. The wastewater generated by Chula Vista customers is collected and sent to treatment facilities in the South Bay and Point Loma through the City's extensive sewer collection system, which consists of 11 pump stations and over 476 miles of sewer pipe. The San Diego Metropolitan Wastewater System provides wastewater

treatment services to the City of Chula Vista on a contract basis (\$18.8 million in fiscal year 2010-11). The City is currently analyzing options to secure sufficient treatment capacity to see the City through build out. This treatment capacity may be provided by either purchasing additional treatment capacity in the San Diego Metro Wastewater System or construction of a wastewater reclamation plant in Chula Vista. The following figure illustrates the City's current trunk sewer network, which conveys flows to the San Diego Metro trunk sewer (shown in red).



The City of Chula Vista offers exceptional wastewater services to the community. For example, in fiscal year 2006-07, the City experienced only 2 sewer spills, or 1.3 spill per 100 miles of pipe. This is less than 50% of the regional average of 2.9 spills per 100 miles of pipe, as reported in the San Diego Regional Water Quality Board Executive Officer's Report, dated May 2008. The quality of services provided is also reflected in community opinion, as evidenced in the 2006 Citizen Survey. In this study, respondents were asked how they felt about the services they receive from the City of Chula Vista. Responses were then compared to other jurisdictions with populations of 150,000 residents or more. According to the survey results, an above average number of respondents reported satisfaction with the wastewater services provided by the City.

Continuing to provide this exceptional level of service in the future will create significant challenges, including:

1. Securing sufficient treatment capacity in the Metro System or building a wastewater treatment plant to meet the demands of additional growth; and
2. Maintaining a growing and aging infrastructure system.

In fiscal year 2007-08 the City transitioned its sewer funds from 'special revenue' funds to 'enterprise' funds. Enterprise funds may be used to report any activity for which a fee is charged to external users for goods or services, and are appropriate in situations wherein there is either a legal requirement or policy decision to recover costs of providing services for an activity. This change complies with the GFOA recommended accounting structure, should the City decide to issue bonds for capital improvements solely guaranteed by sewer fees and charges in the future.

City staff expenditures incurred supporting wastewater system maintenance and operations are funded by the Sewer Service fund through a combination of direct expenditures and inter-fund transfers. Positions 100% funded by sewer funds (wastewater maintenance and wastewater engineering) are budgeted directly in the sewer fund (\$4.1 million in fiscal year 2010-11). The remaining support staff is budgeted in either the General or Development Services funds. These positions are partially offset via inter-fund transfers (\$3.1 million in fiscal year 2010-11). All supplies and services, capital, and utilities budgets associated with supporting the wastewater system is also budgeted in the sewer service fund (\$1.25 million in fiscal year 2010-11).

## **FUND DESCRIPTIONS**

### Fund 411 – Sewer Income Fund

This fund is used to account for all revenues collected to recover the City's costs incurred constructing the public wastewater system. The funds are collected from new properties receiving a permit to connect to the City's wastewater collection system. The owner or person making the application for connection pays fees to the City as designated in the master fee schedule. All funds received may be used only for the acquisition, construction, reconstruction, maintenance and operation of sanitation or sewerage facilities, or to reimburse a subdivider or any person who has constructed sewer facilities benefiting other properties. The fund may also be used to reimburse the City for any expense incurred in connection with the construction and installation of any sewer facility including engineering work and acquisition of rights-of-way.

### Fund 412 – Special Sewer Fund

The Special Sewer Fund is used to account for the sale of the City's excess Metropolitan Sewerage capacity.

### Fund 413 – Trunk Sewer Capital Reserve Fund

The Trunk Sewer Capital Reserve Fund is used to account for sewerage facility participation fees received from the owner or person applying for a permit to develop or modify the use of any residential, commercial, industrial or other property, which is projected to increase the volume of flow in the City's sewer system, as determined by the City Engineer. All revenue derived from the sewerage facility participation fee shall be used solely for:

1. Paying the cost and expense to repair, replace or enlarge trunk sewer facilities of the City so as to enhance efficiency of utilization and/or adequacy of capacity to serve the needs of the City, or;
2. Paying the cost and expense to plan and/or evaluate any future proposals for area-wide sewage treatment and/or water reclamation systems or facilities.

The City Council can appropriate the funds for another purpose, provided such purpose shall be for the planning, design, construction, maintenance or operations of sewage collection or treatment or water reclamation purposes.

#### Fund 414 – Sewer Service Revenue Fund

The Sewer Service Revenue Fund is used to account for all monies collected from the monthly sewer service charge. Monies in this fund may be used for any and all sewer related activities. The primary use of these funds is the payment of the City's annual San Diego Metropolitan Sewer Capacity and Maintenance fees and to pay the operational costs of the 'in-city' sewer collection system.

#### Fund 428 – Sewer Facility Replacement Fund

A portion of the revenues derived from the monthly sewer service charge is deposited into the Sewerage Facilities Replacement Fund. Monies in this fund are used solely for the purpose of paying the cost of refurbishment and/or replacement of structurally deficient sewerage facilities including related evaluation, engineering, and utility modification costs.

The City Council can appropriate the funds for another purpose provided such purpose is for the construction, maintenance, or operation of sewers or incidental thereto, including any charge for its collection.

#### Funds 431, 432, 433 – Sewer Development Impact Fee Funds

These fees are levied against new development in specific areas of the City, based upon the sewer facility their project will impact. The monies collected are used to fund construction of public improvements designed to increase the capacity of the subject facilities, allowing the City to maintain service levels with increased demand. Included DIF programs are the Telegraph Canyon Sewer Basin DIF, the Poggi Canyon Sewer Basin DIF, and the Salt Creek Sewer Basin DIF.



## FUND SUMMARY

BUDGET CATEGORY	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
Personnel Services	3,512,916	3,800,455	3,980,788	4,089,766
Supplies and Services	18,440,142	13,608,861	19,151,821	20,240,738
Other Expenses	4,967,986	5,352,811	6,831	6,831
Capital	652,140	9,467	575,958	221,000
Utilities	6,640	1,713	6,961	5,868
Transfers Out	4,755,301	3,661,792	3,437,995	3,264,583
CIP Project Expenditures	2,743,187	837,503	932,000	3,341,300
<b>TOTAL EXPENDITURES</b>	<b>\$35,078,312</b>	<b>\$27,272,602</b>	<b>\$28,092,354</b>	<b>\$31,170,086</b>
<b>REVENUES</b>				
Licenses and Permits	0	0	0	40,000
Use of Money & Property	6,090,269	1,710,190	1,094,525	301,726
Charges for Services	29,155,385	30,905,317	29,783,228	30,334,666
Other Revenue	337,176	3,170,301	351,266	266,266
Transfers In	174,258	597,573	174,258	150,000
<b>ESTIMATED TOTAL REVENUES</b>	<b>\$35,757,088</b>	<b>\$36,383,381</b>	<b>\$31,403,277</b>	<b>\$31,092,658</b>
<b>NET FUND ACTIVITY</b>	<b>\$678,776</b>	<b>\$9,110,779</b>	<b>\$3,310,923</b>	<b>(\$77,428)</b>

## FUND DETAIL

FUND # FUND DESCRIPTION	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
412 Special Sewer	100,000	0	0	0
413 Trunk Sewer Capital Reserve	6,476,438	5,133,565	917,000	1,270,000
414 Sewer Service Revenue	27,354,914	21,283,122	27,101,096	27,800,086
428 Sewer Facility Replacement	1,146,960	855,915	74,258	2,100,000
<b>TOTAL EXPENDITURES</b>	<b>\$35,078,312</b>	<b>\$27,272,602</b>	<b>\$28,092,354</b>	<b>\$31,170,086</b>
<b>REVENUES</b>				
411 Sewer Income	92,203	62,264	0	0
412 Special Sewer	22,518	13,461	0	0
413 Trunk Sewer Capital Reserve	7,206,885	5,146,032	2,608,864	1,250,000
414 Sewer Service Revenue	26,518,263	28,931,048	27,101,095	28,385,932
428 Sewer Facility Replacement	1,917,219	2,230,576	1,693,318	1,456,726
<b>TOTAL REVENUES</b>	<b>\$35,757,088</b>	<b>\$36,383,381</b>	<b>\$31,403,277</b>	<b>\$31,092,658</b>
<b>NET FUND ACTIVITY</b>	<b>\$678,776</b>	<b>\$9,110,779</b>	<b>\$3,310,923</b>	<b>(\$77,428)</b>

## STAFFING SUMMARY - 414

BUDGET CATEGORY	FY 2009-10 ADOPTED	FY 2009-10 MIDYEAR	FY 2010-11 CHANGES	FY 2010-11 ADOPTED
Associate Engineer	2.00	-	-	2.00
Engineering Technician I/II	2.00	-	-	2.00
Equipment Operator	3.00	-	-	3.00
Maintenance Worker I/II	18.00	-	-	18.00
Public Works Specialist	1.00	-	-	1.00
Public Works Supervisor	4.00	-	-	4.00
Senior Civil Engineer	1.00	-	-	1.00
Senior Fiscal Office Specialist	1.00	-	-	1.00
Senior Maintenance Worker	14.00	-	-	14.00
<b>TOTAL AUTHORIZED POSITIONS</b>	<b>46.00</b>	<b>-</b>	<b>-</b>	<b>46.00</b>

## FUND SUMMARY

BUDGET CATEGORY	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
Other Expenses	144,697	172,886	119,091	119,091
Transfers Out	1,000,083	720,556	250,000	250,000
CIP Project Expenditures	121,731	27,773	(721,081)	0
<b>TOTAL EXPENDITURES</b>	<b>\$1,266,511</b>	<b>\$921,215</b>	<b>(\$351,990)</b>	<b>\$369,091</b>
<b>REVENUES</b>				
Use of Money & Property	465,134	287,793	0	0
Development Impact Fees	539,136	232,430	120,000	120,000
<b>ESTIMATED TOTAL REVENUES</b>	<b>\$1,004,270</b>	<b>\$520,223</b>	<b>\$120,000</b>	<b>\$120,000</b>
<b>NET FUND ACTIVITY</b>	<b>(\$262,241)</b>	<b>(\$400,992)</b>	<b>\$471,990</b>	<b>(\$249,091)</b>

## FUND DETAIL

FUND # FUND DESCRIPTION	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
431 Tel Cyn Sewer Basin Plan DIF	60,073	60,103	35,000	35,000
432 Poggi Cyn Sewer Basin DIF	39,828	545,918	10,000	10,000
433 Salt Creek Sewer Basin DIF	1,166,610	315,194	(396,990)	324,091
<b>TOTAL EXPENDITURES</b>	<b>\$1,266,511</b>	<b>\$921,215</b>	<b>(\$351,990)</b>	<b>\$369,091</b>
<b>REVENUES</b>				
431 Tel Cyn Sewer Basin Plan DIF	58,457	34,183	0	0
432 Poggi Cyn Sewer Basin DIF	166,129	94,784	20,000	20,000
433 Salt Creek Sewer Basin DIF	779,684	391,256	100,000	100,000
<b>TOTAL REVENUES</b>	<b>\$1,004,270</b>	<b>\$520,223</b>	<b>\$120,000</b>	<b>\$120,000</b>
<b>NET FUND ACTIVITY</b>	<b>(\$262,241)</b>	<b>(\$400,992)</b>	<b>\$471,990</b>	<b>(\$249,091)</b>





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## A D O P T E D   B U D G E T

### TRANSIT FUNDS

FISCAL YEAR 2011



## TRANSIT FUND

The MTS - Chula Vista Transit (CVT) is an independent municipal transit system with the Chula Vista City Council as its governing board. CVT forms part of the Metropolitan Transit System (MTS), which is a network of local



and regional transit operators. The MTS provides a seamless transit system composed of local, regional, and ADA paratransit services. MTS coordinates fares, transfers, routes and information services to the region. Transit staff also works closely with the San Diego Association of Governments (SANDAG) – the region's transit funding, planning and policy setting agency.

### REVENUES

Chula Vista Transit operating funds come from a combination of State Transportation Development Act (TDA) funds (a ¼ of 1 percent of the State Sales Taxes) and passenger fares, which are used for operations and for capital programming. Prior to July 2001, the City received a direct allocation of its TDA funds, but in 2001 regional transit funds were consolidated under the Metropolitan Transit Development Board (MTDB), now the MTS.

The funding consolidation allows the City to participate in available Federal Transit Administration (FTA) capital funds programs. The City has received significant capital project funding from MTS over the last few years, which has allowed Transit to purchase equipment, vehicles, and parts to keep the transit system operational. These funds have also been used to make improvements to transit centers and bus stops in order to keep both our internal and external customers happy.

### Chula Vista Transit Revenues

Category	FY 09-10 Adopted	FY 10-11 Adopted	Inc/Dec	% Inc/Dec
Revenue From Other Agencies <sup>1</sup>	\$ 1,738,349	\$ 1,674,790	\$ (63,559)	-4%
Charges for Services		\$ 5,119,352	\$ 5,119,352	100%
Other Revenue	\$ -	\$ -	\$ -	0%
<b>Total</b>	<b>\$ 1,738,349</b>	<b>\$ 6,794,142</b>	<b>\$ 5,055,793</b>	

Note 1: Beginning in FY 2009-10, funding received from TDA has been reclassified as Revenue From Other Agencies rather than Charges for Services

Transit staff's goal is to maximize the effectiveness of transit funds while recognizing the revenue constraints facing the region. Since the funding consolidation, Transit staff actively participates in the SANDAG/MTS budget process. Along with the region's other Transit agencies, City Transit staff presents its proposed operating budgets. Various budget meetings are held and budgets are adjusted according to the available funds and SANDAG Board funding policies.

### EXPENSES

CVT operations and capital programming contains no General Fund contribution. The CVT's operating and capital programming costs are funded by SANDAG Consolidated TDA Article 4.0 funds and Federal Transit Administration 5307 funds. All City Staff costs are reimbursed by the SANDAG funds. Other than personnel and staff time reimbursements, the majority of CVT's expenses are fleet maintenance costs, which includes fuel costs.

### Chula Vista Transit Expenditures

Category	FY 09-10 Adopted	FY 10-11 Adopted	Inc/Dec	% Inc/Dec
Personnel Services	\$ 356,365	\$ 360,523	\$ 4,158	1%
Supplies and Services	\$ 802,895	\$ 5,786,809	\$ 4,983,914	621%
Other Expenses	\$ 282,738	\$ 280,925	\$ (1,813)	-1%
Transfers Out	\$ 92,321	\$ 81,997	\$ (10,324)	-11%
CIP Expenditures	\$ -	\$ 145,000	\$ 145,000	100%
Utilities	\$ 204,030	\$ 183,564	\$ (20,466)	-10%
<b>Total</b>	<b>\$ 1,738,349</b>	<b>\$ 6,838,818</b>	<b>\$ 5,100,469</b>	<b>293%</b>

The fiscal year 2010-11 budget includes funding for 3.0 positions. Staffing remains unchanged from the previous fiscal year. The personnel services expenditure category has been amended to reflect necessary changes in staffing costs for fiscal year 2010-11. Overall, there is a net expenditure increase of \$5.1 million in the budget due to a revised cost accounting procedure that will be required in the fiscal year 2010-11 budget. This procedure requires that CVT record its portion of transportation costs as part of the Memorandum of Understanding (MOU) with MTS for



the provision of transit services. As such, increased costs totaling \$5.1 million are reflected in the supplies and services expenditure category. This expense increase is fully offset by a commensurate amount of Charges for Service revenue (see revenue above) in order to not create any fiscal impact. The \$5.1 million increase in supplies and services is offset by a \$131,000 decrease in for fleet maintenance charges and a \$4,400 decrease in other supplies and services costs. The transfers out expenditure category has been decreased by \$10,324 in order to reflect revised citywide overhead rates for fiscal year 2009-10. Utilities expenses have been decreased by \$20,466 to reflect projected costs for FY 2010-11. The fiscal year 2010-11 budget also includes \$145k in capital improvement project expenditures for a keyless, card-less fuel control system that will be acquired to aid in the management and accuracy of fuel dispensing.

**STATISTICS**

Operated by	City of Chula Vista by contract with private bus contractor
Routes	6
Service	Six local routes most within Chula Vista city limits, with some service in unincorporated areas of the County (Bonita).
Square Miles Served	48
FY 2008-09 Total Passengers	3,586,695
Fleet Size	38 Buses (32) 40-foot, CNG New Flyers (6) 30-foot CNG El Dorado Nationals

[illegible]



## FUND SUMMARY

BUDGET CATEGORY	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
Personnel Services	359,907	238,399	356,365	360,523
Supplies and Services	6,697,707	6,623,320	802,895	5,786,809
Other Expenses	1,081,589	1,208,368	282,738	280,925
Capital	2,999	0	0	0
Utilities	174,373	165,428	204,030	183,564
Transfers Out	13,410	95,316	92,321	81,997
CIP Project Expenditures	82,913	10,705	0	145,000
<b>TOTAL EXPENDITURES</b>	<b>\$8,412,898</b>	<b>\$8,341,536</b>	<b>\$1,738,349</b>	<b>\$6,838,818</b>
<b>REVENUES</b>				
Use of Money & Property	184,751	92,328	0	0
Revenue from Other Agencies	5,378,518	3,390,228	1,738,349	1,674,790
Charges for Services	1,660,821	3,679,761	0	5,119,352
Other Revenue	316,059	268,420	0	0
<b>ESTIMATED TOTAL REVENUES</b>	<b>\$7,540,149</b>	<b>\$7,430,737</b>	<b>\$1,738,349</b>	<b>\$6,794,142</b>
<b>NET FUND ACTIVITY</b>	<b>(\$872,749)</b>	<b>(\$910,799)</b>	<b>\$0</b>	<b>(\$44,676)</b>

## FUND DETAIL

FUND # FUND DESCRIPTION	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
<b>401</b> Bayfront Trolley Station TDA	98,406	98,798	102,679	102,679
<b>402</b> Transit CVT	8,218,169	8,171,912	1,635,670	6,591,139
<b>403</b> Transit Capital Projects	96,323	70,826	0	145,000
<b>TOTAL EXPENDITURES</b>	<b>\$8,412,898</b>	<b>\$8,341,536</b>	<b>\$1,738,349</b>	<b>\$6,838,818</b>
<b>REVENUES</b>				
<b>401</b> Bayfront Trolley Station TDA	98,405	98,800	102,679	102,679
<b>402</b> Transit CVT	7,428,089	7,321,012	1,635,670	6,601,463
<b>403</b> Transit Capital Projects	13,655	10,925	0	90,000
<b>TOTAL REVENUES</b>	<b>\$7,540,149</b>	<b>\$7,430,737</b>	<b>\$1,738,349</b>	<b>\$6,794,142</b>
<b>NET FUND ACTIVITY</b>	<b>(\$872,749)</b>	<b>(\$910,799)</b>	<b>\$0</b>	<b>(\$44,676)</b>

## STAFFING SUMMARY - 401

BUDGET CATEGORY	FY 2009-10 ADOPTED	FY 2009-10 MIDYEAR	FY 2010-11 CHANGES	FY 2010-11 ADOPTED
Administrative Technician	1.00	-	-	1.00
Transit Manager	1.00	-	-	1.00
Transit Operations Coordinator	1.00	-	-	1.00
<b>TOTAL AUTHORIZED POSITIONS</b>	<b>3.00</b>	<b>-</b>	<b>-</b>	<b>3.00</b>



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## A D O P T E D   B U D G E T

### FLEET FUND

# FISCAL YEAR 2011





## FLEET FUND

The Fleet Fund is an internal service fund which like other internal service funds is used to finance and account for goods, special activities, and services performed by one City department for other City departments on a cost reimbursement basis. The Fleet Management fund consists of two functions, Central Garage Operations, and Equipment Replacement. Funds are collected on an annual basis through each affected department's operating budget and deposited in the Fleet Management Fund.

The Central Garage Operations function maintains the City's fleet of vehicles, both through City equipment mechanics and through contracts with local vendors for more specialized maintenance work, such as major transmission and air conditioning repairs. All City vehicles are maintained by the Central Garage, these vehicles include those associated with safety services, streets and sewers, parks and open space, and the library. Services provided include maintenance of the vehicles, vehicle fuel, and other specialized services not directly related to any single vehicle.

### REVENUES

Revenues in the Fleet Fund come directly from affected departments within the City. There are two types of charges billed to City departments:

1. Vehicle Maintenance Charges: These charges are based on the actual vehicles that reside within a department and include costs ranging from routine (oil changes, preventive maintenance) to major (transmission repair) as well as fuel costs.
2. Vehicle Replacement Charges: Historically, the Fleet Fund charges each department replacement costs based on the average annual cost to replace each vehicle over the vehicles useful life. Most non-safety vehicles have a useful life from seven to ten years. However, due to the continued economic constraints vehicle replacement charges have not been assessed since FY 2007-08. Instead, the City has been replacing vehicles on a pay as

you go basis depending on the availability of grant and other eligible funding. Vehicle replacement for fiscal year 2010-11 will be limited to police and public works vehicles that are funded through grants and other funds.

### Fleet Fund Revenues

Category	FY 09-10 Adopted Budget	FY 10-11 Adopted Budget	Inc/Dec	% Inc/Dec
Use of Money & Property	\$ 50,000	\$ 50,000	\$ -	0%
Other Revenue	\$ 3,922,770	\$ 3,745,171	\$ (177,599)	-5%
<b>Total</b>	<b>\$ 3,972,770</b>	<b>\$ 3,795,171</b>	<b>\$ (177,599)</b>	<b>-4%</b>

For fiscal year 2010-11, the proposed revenue budget for the Fleet Fund is \$3.97 million. The Other Revenues category has been decreased by \$177,599 to reflect the fleet maintenance charges allocated to citywide departments and the Transit Fund.

### EXPENDITURES

The Fleet fund's expenditures include costs to repair and replace equipment (motor vehicles, mowers, generators, equipment trailers, etc.) throughout the City. As discussed in the revenue summary above, these costs are then allocated back to the affected departments based on several factors such as the number of vehicles/equipment, repair history, and fuel usage.

### Fleet Fund Expenditures

Category	FY 09-10 Adopted Budget	FY 10-11 Adopted Budget	Inc/Dec	% Inc/Dec
Personnel Services	\$ 910,174	\$ 927,279	\$ 17,105	2%
Supplies and Services	\$ 3,125,554	\$ 2,991,618	\$ (133,936)	-4%
Other Expenses	\$ 900	\$ 400	\$ (500)	-56%
Capital	\$ 172,200	\$ 172,200	\$ -	0%
Utilities	\$ 1,800	\$ 1,125	\$ (675)	-38%
Transfers Out	\$ -	\$ -	\$ -	0%
<b>Total</b>	<b>\$ 4,210,628</b>	<b>\$ 4,092,622</b>	<b>\$ (118,006)</b>	<b>-3%</b>

The proposed budget for fiscal year 2010-11 for Fleet Management is \$4.1 million. This amount includes funding for the necessary resources that will be required to sustain operations for service, repairs, and to fuel the City's fleet in fiscal year 2010-11. Over the past few years, fuel prices have

stabilized providing a more level price structure that has allowed previous price increases to be absorbed into the budget.

In 1985, the City Council authorized the establishment of a vehicle replacement policy and fund to provide for the planned replacement of the City's vehicular equipment (Resolution 1985-11984). Funds for replacement are collected annually from each affected department; with dollar amounts determined by the vehicle's estimated "life" and estimated replacement cost. Due to continuing budget constraints, the City will not be replacing any vehicles out of the Fleet Management fund in fiscal year 2010-11.

The City has a fleet of approximately 600 vehicles that are maintained by Central Garage staff with an estimated replacement value of \$29 million. Of these vehicles, 51 are owned by the Sewer Enterprise Fund, with an estimated replacement value of \$5.8 million. All equipment maintenance and replacement costs associated with these vehicles are budgeted directly in the Sewer Enterprise fund.



## FUND SUMMARY

BUDGET CATEGORY	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
Personnel Services	1,045,708	852,285	910,174	927,279
Supplies and Services	3,327,178	2,776,688	3,125,554	2,991,618
Other Expenses	1,015,242	1,029,924	900	400
Capital	76,606	7,107	172,200	172,200
Utilities	1,139	1,085	1,800	1,125
Transfers Out	38,228	32,531	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$5,504,101</b>	<b>\$4,699,620</b>	<b>\$4,210,628</b>	<b>\$4,092,622</b>
<b>REVENUES</b>				
Use of Money & Property	92,548	32,308	50,000	50,000
Other Revenue	4,614,499	3,875,519	3,922,770	3,745,171
<b>ESTIMATED TOTAL REVENUES</b>	<b>\$4,707,047</b>	<b>\$3,907,827</b>	<b>\$3,972,770</b>	<b>\$3,795,171</b>
<b>NET FUND ACTIVITY</b>	<b>(\$797,054)</b>	<b>(\$791,793)</b>	<b>(\$237,858)</b>	<b>(\$297,451)</b>

## STAFFING SUMMARY - 391

BUDGET CATEGORY	FY 2009-10 ADOPTED	FY 2009-10 MIDYEAR	FY 2010-11 CHANGES	FY 2010-11 ADOPTED
Equipment Mechanic	3.00	-	-	3.00
Fire Apparatus Mechanic	2.00	-	-	2.00
Fiscal Office Specialist	1.00	-	-	1.00
Fleet Manager	1.00	-	-	1.00
Mechanic Assistant	2.00	-	-	2.00
Senior Equipment Mechanic	1.00	-	-	1.00
<b>TOTAL AUTHORIZED POSITIONS</b>	<b>10.00</b>	<b>-</b>	<b>-</b>	<b>10.00</b>

# CAPITAL EQUIPMENT BUDGET

## *Funding Summary by Purchase Type*

### NEW

DEPARTMENT	EQUIPMENT DESCRIPTION	PROJECTED MILEAGE*	FUNDING SOURCE	FY 2010-11 ADOPTED
Police	BearCat		OP Stonegarden	\$302,596
Police	New Command Post		OP Stonegarden	\$800,000
Police	Other Equipment Purchases		OP Stonegarden	\$124,000
Public Works	Toro Groundmaster Mower		Public Facilities DIF Fund	\$78,000
<b>NEW TOTAL</b>				<b>\$1,304,596</b>

### REPLACEMENT

DEPARTMENT	EQUIPMENT DESCRIPTION	PROJECTED MILEAGE*	FUNDING SOURCE	FY 2010-11 ADOPTED
Police	2003 Ford Crown Victoria	99,506	Traffic Safety Fund	\$37,000
Police	2006 Ford Crown Victoria	115,229	Traffic Safety Fund	\$37,000
Police	2006 Ford Crown Victoria	97,479	Traffic Safety Fund	\$37,000
Police	2006 Ford Crown Victoria	115,142	Traffic Safety Fund	\$37,000
Police	2007 Ford Crown Victoria	112,250	OP Stonegarden	\$37,000
Police	2007 Ford Crown Victoria	111,446	Traffic Safety Fund	\$37,000
Police	2007 Ford Crown Victoria	110,202	Traffic Safety Fund	\$37,000
Police	2007 Ford Crown Victoria	111,788	OP Stonegarden	\$37,000
Police	2008 Ford Crown Victoria	123,472	OP Stonegarden	\$37,000
Police	2008 Ford Crown Victoria	112,401	OP Stonegarden	\$37,000
Public Works	1996 Dodge CNG Van	25,600	Environmental Services	\$60,000
Public Works	2001 Ford F450 W/Sewer Rodder	8,162 - Hours	Wastewater Fund	\$137,000
<b>REPLACEMENT TOTAL</b>				<b>\$567,000</b>

### GRAND TOTAL - ALL EQUIPMENT

**\$1,871,596**

\*Projected Mileage as of June 30, 2011.







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A D O P T E D   B U D G E T

CAPITAL PROJECT FUNDS

FISCAL YEAR 2011



# CAPITAL PROJECT FUNDS

Capital Projects Funds account for resources used for the acquisition and construction of capital facilities by the City, with the exception of those assets financed by proprietary funds.

## **ASSESSMENT DISTRICT IMPROVEMENT FUNDS**

These funds were established as depositories for monies received from issuance of bonds for various assessment districts. The monies are used to finance the construction of public works improvements in the related districts. Included in this group are funds 507 through 518.

## **DEVELOPMENT IMPACT FEES**

These funds were established as depositories for various development impact fees. The fees are levied against all new development in the City in order to pay for the construction or improvement of public facilities as a result of City growth. Included in this group are the following funds:

### Funds 542 – Telegraph Canyon Drainage Development Impact Fee

This fee is levied against new development in specific areas of the City, based upon the drainage facility their project will generate an impact on. The monies collected are used to fund construction of public improvements designed to increase the capacity of the subject facilities, allowing the City to maintain service levels with increased demand.

### Funds 567-582 – Public Facilities Development Impact Fees

The Public Facilities Development Impact Fee (PFDIF) is levied against new development throughout the City to mitigate the impacts of growth on the City's public services. The monies collected are used in the construction of new, and renovation of existing, public facilities.

#### Fund 587 – Otay Ranch Pedestrian Bridge DIF

The Otay Ranch Pedestrian Bridge DIF is levied against all new development in Otay Ranch Villages 1, 2, 5, and 6 to fund the construction of pedestrian bridge improvements, as necessitated by growth in these villages.

#### Fund 588 – Otay Ranch Village 11 Pedestrian Bridge DIF

The Otay Ranch Village 11 Pedestrian Bridge DIF is levied against all new development in Otay Ranch Village 11 to fund the construction of pedestrian bridge improvements, as necessitated by growth in this village.

#### Fund 591 – Transportation Development Impact Fee

The Transportation Development Impact Fee (TDIF) is levied against all new development in the City east of I-805 to fund the construction of transportation improvements, as necessitated by growth in the eastern portion of the City.

#### Fund 593 – Western Transportation Development Impact Fee

The Western Transportation Development Impact Fee (W-TDIF) is levied against all new development in the City west of I-805 to fund the construction of transportation improvements, as necessitated by growth in the western portion of the City.

### **OTHER TRANSPORTATION FUNDS**

Included as a part of this group are the following:

#### Fund 723 – Bicycle Facilities

This fund is a depository for local Transportation Development Act funds, Article 3.0, received from the County for the purpose of bicycle related programs.

#### Fund 735 – Transportation Partnership

This fund is a depository for the revenues received from the State and Local Transportation Partnership Program. Funds must be spent on street purposes.

#### Fund 736 – Other Transportation Programs

This fund accounts for other miscellaneous Federal and State transportation grants received by the City.

#### Fund 737 – Transportation Equity Act 21

This fund is a depository for revenues received from the federal government under the Transportation Equity Act of the 21st Century. Funds must be spent on street purposes.

#### Fund 739 – Traffic Congestion Relief

This fund is a depository for revenues allocated to the City under Streets and Highways Code Section 2182 and Revenue and Taxation Code Section 7104. Funds must be expended for maintenance or reconstruction of public streets and roads no later than the end of the fiscal year following the fiscal year in which the allocation is received. Any funds not expended within that period must be returned to the State Controller.

#### Fund 741 – Proposition 1B Highway Safety

This fund is a depository for revenues received from the State government under Proposition 1B (The Highway Safety, Traffic Reduction, Air Quality, and Port Security Act), as approved by voters in the November 2006 general election. Funds must be spent on street purposes.

### **MISCELLANEOUS CAPITAL IMPROVEMENT PROGRAM FUNDS**

Included as part of this group are the following:

#### Fund 714 – Capital Improvement Project Fund

The Capital Improvement Fund was established to set aside monies for capital improvement projects. This fund does not generate revenues from any source except by transfer from other funds and interest earned on monies in the funds. Monies transferred to the fund are expended for budgeted capital improvement projects and monies remaining after completion of a project are transferred back to the fund from which the project was originally financed.

#### Fund 715 – Park Acquisition and Development (East)

This fund is a depository for fees collected from subdividers for the purpose of providing park and recreational facilities directly benefiting and serving the residents of the regulated subdivision east of the 805. These funds are collected pursuant to Chapter 17.10 of the Chula Vista Municipal Code, in accordance with authority granted by Section 66477 of the California Government Code.

#### Fund 716 – Park Acquisition and Development (West)

This fund is a depository for fees collected from subdividers for the purpose of providing park and recreational facilities directly benefiting and serving the residents of the regulated subdivision west of the 805. These funds are collected pursuant to Chapter 17.10 of the Chula Vista Municipal Code, in accordance with authority granted by Section 66477 of the California Government Code.

#### Fund 717 – Residential Construction Tax

This fund is a depository for fees levied for the construction, replacement, or conversion of all dwelling units within the City including hotels and motels, collected pursuant to Chapter 3.32 of the Chula Vista Municipal Code.

#### Fund 725 – Industrial Development Authority

This fund was established to account for staff costs in assisting in the issuance of industrial development bonds. A fee of 1/8th of 1% is charged to reimburse costs incurred.

**ASSESS DIST IMPROVEMENTS FUND****500****FUND SUMMARY**

BUDGET CATEGORY	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
Supplies and Services	16,420	0	0	0
Transfers Out	8,937	15,854	67,534	125,826
<b>TOTAL EXPENDITURES</b>	<b>\$25,357</b>	<b>\$15,854</b>	<b>\$67,534</b>	<b>\$125,826</b>
<b>REVENUES</b>				
Use of Money & Property	103,734	72,241	0	0
Other Revenue	28,874	35,550	28,472	21,800
<b>ESTIMATED TOTAL REVENUES</b>	<b>\$132,608</b>	<b>\$107,791</b>	<b>\$28,472</b>	<b>\$21,800</b>
<b>NET FUND ACTIVITY</b>	<b>\$107,251</b>	<b>\$91,937</b>	<b>(\$39,062)</b>	<b>(\$104,026)</b>

**FUND DETAIL**

FUND # FUND DESCRIPTION	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
<b>507</b> Otay Valley Rd AD 90-2 Improv	7,254	0	0	0
<b>512</b> EL Greens II AD 94-1 Improv	9,166	0	0	0
<b>515</b> Twin Oaks Ave AD 96-1 Improv	6,894	9,854	3,680	0
<b>516</b> Oxford St AD 97-1 Improv	2,043	6,000	3,854	3,826
<b>517</b> AD2004-1 Dixon Drive	0	0	0	105,000
<b>518</b> AD2005-1 Tobias Drive	0	0	60,000	17,000
<b>TOTAL EXPENDITURES</b>	<b>\$25,357</b>	<b>\$15,854</b>	<b>\$67,534</b>	<b>\$125,826</b>
<b>REVENUES</b>				
<b>507</b> Otay Valley Rd AD 90-2 Improv	4,473	2,884	0	0
<b>511</b> Otay Vly Rd Fee Recovery Dist	40,761	28,294	0	0
<b>512</b> EL Greens II AD 94-1 Improv	50,684	34,894	0	0
<b>515</b> Twin Oaks Ave AD 96-1 Improv	8,554	7,037	6,347	0
<b>516</b> Oxford St AD 97-1 Improv	2,718	3,107	2,043	2,043
<b>517</b> AD2004-1 Dixon Drive	13,815	13,089	10,070	10,070
<b>518</b> AD2005-1 Tobias Drive	11,603	18,486	10,012	9,687
<b>TOTAL REVENUES</b>	<b>\$132,608</b>	<b>\$107,791</b>	<b>\$28,472</b>	<b>\$21,800</b>
<b>NET FUND ACTIVITY</b>	<b>\$107,251</b>	<b>\$91,937</b>	<b>(\$39,062)</b>	<b>(\$104,026)</b>

## FUND SUMMARY

BUDGET CATEGORY	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
Transfers Out	1,027	69	0	0
CIP Project Expenditures	28,590	60,878	1,250,000	700,000
<b>TOTAL EXPENDITURES</b>	<b>\$29,617</b>	<b>\$60,947</b>	<b>\$1,250,000</b>	<b>\$700,000</b>
<b>REVENUES</b>				
Use of Money & Property	278,120	191,197	0	0
Development Impact Fees	0	537	0	0
<b>ESTIMATED TOTAL REVENUES</b>	<b>\$278,120</b>	<b>\$191,734</b>	<b>\$0</b>	<b>\$0</b>
<b>NET FUND ACTIVITY</b>	<b>\$248,503</b>	<b>\$130,787</b>	<b>(\$1,250,000)</b>	<b>(\$700,000)</b>



## FUND SUMMARY

BUDGET CATEGORY	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
Supplies and Services	27,210	37	0	0
Other Expenses	214,671	254,851	0	0
Capital	15,293	0	0	83,450
Transfers Out	4,749,018	4,443,769	5,275,538	49,556
CIP Project Expenditures	9,251,576	472,048	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$14,257,768</b>	<b>\$5,170,705</b>	<b>\$5,275,538</b>	<b>\$133,006</b>
<b>REVENUES</b>				
Use of Money & Property	32,258	(151,409)	0	0
Development Impact Fees	2,861,465	695,794	811,250	811,250
Other Revenue	1,337,031	1,293,609	0	0
Transfers In	0	6,728,969	5,300,000	0
<b>ESTIMATED TOTAL REVENUES</b>	<b>\$4,230,754</b>	<b>\$8,566,963</b>	<b>\$6,111,250</b>	<b>\$811,250</b>
<b>NET FUND ACTIVITY</b>	<b>(\$10,027,014)</b>	<b>\$3,396,258</b>	<b>\$835,712</b>	<b>\$678,244</b>

## FUND DETAIL

DEPT # DEPT DESCRIPTION	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
<b>567</b> DIF-Adamo Property Acquisition	45,351	46,712	48,113	49,556
<b>571</b> General Administration	219,113	220,482	0	0
<b>572</b> Civic Center Expansion	11,017,622	2,749,406	2,392,502	0
<b>573</b> Police Facilities Remodel	1,778,721	1,174,789	1,736,633	0
<b>574</b> Corporation Yard Relocation	1,047,011	963,894	1,098,290	83,450
<b>575</b> Library for Eastern Territory	49,822	6,122	0	0
<b>576</b> Fire Suppression Sys Expansion	53,423	4,653	0	0
<b>582</b> Recreation Facilities	46,705	4,647	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$14,257,768</b>	<b>\$5,170,705</b>	<b>\$5,275,538</b>	<b>\$133,006</b>
<b>REVENUES</b>				
<b>567</b> DIF-Adamo Property Acquisition	21,862	13,555	0	0
<b>571</b> General Administration	113,019	5,260,452	5,364,490	64,490
<b>572</b> Civic Center Expansion	3,146,323	3,278,428	204,110	204,110
<b>573</b> Police Facilities Remodel	377,131	117,838	148,260	148,260
<b>574</b> Corporation Yard Relocation	332,684	168,031	41,910	41,910
<b>575</b> Library for Eastern Territory	608,302	365,597	119,620	119,620
<b>576</b> Fire Suppression Sys Expansion	(411,998)	(506,608)	123,610	123,610
<b>582</b> Recreation Facilities	43,431	(130,330)	109,250	109,250
<b>TOTAL REVENUES</b>	<b>\$4,230,754</b>	<b>\$8,566,963</b>	<b>\$6,111,250</b>	<b>\$811,250</b>

**PUBLIC FACILITIES DIF****560**

NET FUND ACTIVITY	(\$10,027,014)	\$3,396,258	\$835,712	\$678,244
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**FUND SUMMARY**

BUDGET CATEGORY	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
Other Expenses	1,233,609	2,170	46,200	43,200
<b>TOTAL EXPENDITURES</b>	<b>\$1,233,609</b>	<b>\$2,170</b>	<b>\$46,200</b>	<b>\$43,200</b>
<b>REVENUES</b>				
Use of Money & Property	138,427	63,559	0	0
Development Impact Fees	271,292	45,536	90,000	90,000
<b>ESTIMATED TOTAL REVENUES</b>	<b>\$409,719</b>	<b>\$109,095</b>	<b>\$90,000</b>	<b>\$90,000</b>
<b>NET FUND ACTIVITY</b>	<b>(\$823,890)</b>	<b>\$106,925</b>	<b>\$43,800</b>	<b>\$46,800</b>

**FUND DETAIL**

FUND # FUND DESCRIPTION	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
587 DIF-OR Village Pedestrian Ramp	1,233,609	919	43,000	40,000
588 OR Vlg11 Pedestrian Bridge DIF	0	1,251	3,200	3,200
<b>TOTAL EXPENDITURES</b>	<b>\$1,233,609</b>	<b>\$2,170</b>	<b>\$46,200</b>	<b>\$43,200</b>
<b>REVENUES</b>				
587 DIF-OR Village Pedestrian Ramp	57,760	(8,726)	40,000	40,000
588 OR Vlg11 Pedestrian Bridge DIF	351,959	117,821	50,000	50,000
<b>TOTAL REVENUES</b>	<b>\$409,719</b>	<b>\$109,095</b>	<b>\$90,000</b>	<b>\$90,000</b>
<b>NET FUND ACTIVITY</b>	<b>(\$823,890)</b>	<b>\$106,925</b>	<b>\$43,800</b>	<b>\$46,800</b>

## FUND SUMMARY

BUDGET CATEGORY	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
Supplies and Services	47,143	1,578	211,000	211,000
Other Expenses	2,419,673	407,653	580,916	580,916
Transfers Out	4,156	277	5,300,000	0
CIP Project Expenditures	738,403	412,033	2,412,905	1,552,500
<b>TOTAL EXPENDITURES</b>	<b>\$3,209,375</b>	<b>\$821,541</b>	<b>\$8,504,821</b>	<b>\$2,344,416</b>
<b>REVENUES</b>				
Use of Money & Property	1,171,546	684,439	0	0
Development Impact Fees	471,713	259,259	750,000	750,000
Transfers In	0	180,000	1,402,000	0
<b>ESTIMATED TOTAL REVENUES</b>	<b>\$1,643,259</b>	<b>\$1,123,698</b>	<b>\$2,152,000</b>	<b>\$750,000</b>
<b>NET FUND ACTIVITY</b>	<b>(\$1,566,116)</b>	<b>\$302,157</b>	<b>(\$6,352,821)</b>	<b>(\$1,594,416)</b>

## FUND DETAIL

FUND # FUND DESCRIPTION	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
591 Transportation DIF	3,209,375	766,683	8,504,821	2,344,416
593 Western Transportation DIF Fund	0	54,858	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$3,209,375</b>	<b>\$821,541</b>	<b>\$8,504,821</b>	<b>\$2,344,416</b>
<b>REVENUES</b>				
591 Transportation DIF	1,643,259	909,331	2,152,000	750,000
593 Western Transportation DIF Fund	0	214,367	0	0
<b>TOTAL REVENUES</b>	<b>\$1,643,259</b>	<b>\$1,123,698</b>	<b>\$2,152,000</b>	<b>\$750,000</b>
<b>NET FUND ACTIVITY</b>	<b>(\$1,566,116)</b>	<b>\$302,157</b>	<b>(\$6,352,821)</b>	<b>(\$1,594,416)</b>

## FUND SUMMARY

BUDGET CATEGORY	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
Supplies and Services	7,500	10,000	0	0
Other Expenses	1,019,145	1,193,670	25,000	25,000
Capital	0	0	0	9,630,000
Transfers Out	718,405	646,608	679,242	10,915,770
CIP Project Expenditures	5,140,904	5,275,802	1,227,698	450,541
<b>TOTAL EXPENDITURES</b>	<b>\$6,885,954</b>	<b>\$7,126,080</b>	<b>\$1,931,940</b>	<b>\$21,021,311</b>
<b>REVENUES</b>				
Other Local Taxes	151,325	43,649	50,000	90,000
Use of Money & Property	2,146,264	1,311,340	0	0
Development Impact Fees	1,468,781	515,677	500,000	500,000
Transfers In	1,102,129	0	60,000	10,253,499
<b>ESTIMATED TOTAL REVENUES</b>	<b>\$4,868,499</b>	<b>\$1,870,666</b>	<b>\$610,000</b>	<b>\$10,843,499</b>
<b>NET FUND ACTIVITY</b>	<b>(\$2,017,455)</b>	<b>(\$5,255,414)</b>	<b>(\$1,321,940)</b>	<b>(\$10,177,812)</b>

## FUND DETAIL

FUND # FUND DESCRIPTION	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
<b>714</b> CIP - Fiscal Agent	4,816,511	413,480	(238,114)	0
<b>715</b> PAD Fund - Eastern	693,302	5,893,456	2,025,000	10,687,040
<b>716</b> PAD Fund - Western	0	0	0	9,655,000
<b>717</b> Resid. Construction/Conversion	1,376,141	819,144	145,054	679,271
<b>TOTAL EXPENDITURES</b>	<b>\$6,885,954</b>	<b>\$7,126,080</b>	<b>\$1,931,940</b>	<b>\$21,021,311</b>
<b>REVENUES</b>				
<b>714</b> CIP - Fiscal Agent	1,225,614	9,158	0	0
<b>715</b> PAD Fund - Eastern	3,388,061	1,775,685	500,000	475,000
<b>716</b> PAD Fund - Western	0	0	0	10,261,499
<b>717</b> Resid. Construction/Conversion	254,354	85,478	110,000	107,000
<b>725</b> Indust. Development Authority	470	345	0	0
<b>TOTAL REVENUES</b>	<b>\$4,868,499</b>	<b>\$1,870,666</b>	<b>\$610,000</b>	<b>\$10,843,499</b>
<b>NET FUND ACTIVITY</b>	<b>(\$2,017,455)</b>	<b>(\$5,255,414)</b>	<b>(\$1,321,940)</b>	<b>(\$10,177,812)</b>

# OTHER TRANSPORTATION PROGRAMS FUND 730

## FUND SUMMARY

BUDGET CATEGORY	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
Transfers Out	429,726	651,957	3,402,000	400,000
CIP Project Expenditures	406,589	1,626,293	7,602,190	3,456,430
<b>TOTAL EXPENDITURES</b>	<b>\$836,315</b>	<b>\$2,278,250</b>	<b>\$11,004,190</b>	<b>\$3,856,430</b>
<b>REVENUES</b>				
Use of Money & Property	115,623	227,103	0	0
Revenue from Other Agencies	4,292,540	2,170,379	12,296,981	3,856,430
Other Revenue	2,769	0	0	0
Transfers In	0	0	1,429	0
<b>ESTIMATED TOTAL REVENUES</b>	<b>\$4,410,932</b>	<b>\$2,397,482</b>	<b>\$12,298,410</b>	<b>\$3,856,430</b>
<b>NET FUND ACTIVITY</b>	<b>\$3,574,617</b>	<b>\$119,232</b>	<b>\$1,294,220</b>	<b>\$0</b>

## FUND DETAIL

FUND # FUND DESCRIPTION	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
<b>723</b> Bicycle Facilities	50,926	126,870	444,340	114,300
<b>735</b> Transportation Partnership	4,910	13,064	0	0
<b>736</b> Other Transportation Program	256,315	990,768	4,826,443	1,060,130
<b>737</b> Trans Equity Act - 21	0	31,728	0	0
<b>738</b> Cal Trans STIP	0	0	0	0
<b>739</b> Traffic Congestion Relief Fund	523,063	651,888	2,348,000	2,682,000
<b>741</b> Prop 1B Hwy Safety	1,101	463,932	3,385,407	0
<b>TOTAL EXPENDITURES</b>	<b>\$836,315</b>	<b>\$2,278,250</b>	<b>\$11,004,190</b>	<b>\$3,856,430</b>
<b>REVENUES</b>				
<b>723</b> Bicycle Facilities	50,926	126,871	445,769	114,300
<b>735</b> Transportation Partnership	612	1,323	0	0
<b>736</b> Other Transportation Program	277,077	1,440,064	6,119,234	1,060,130
<b>737</b> Trans Equity Act - 21	0	31,728	0	0
<b>738</b> Cal Trans STIP	1,075	0	0	0
<b>739</b> Traffic Congestion Relief Fund	390,184	651,888	2,348,000	2,682,000
<b>741</b> Prop 1B Hwy Safety	3,691,058	145,608	3,385,407	0
<b>TOTAL REVENUES</b>	<b>\$4,410,932</b>	<b>\$2,397,482</b>	<b>\$12,298,410</b>	<b>\$3,856,430</b>
<b>NET FUND ACTIVITY</b>	<b>\$3,574,617</b>	<b>\$119,232</b>	<b>\$1,294,220</b>	<b>\$0</b>



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A D O P T E D   B U D G E T

D E B T   S E R V I C E   F U N D S

FISCAL YEAR 2011





## DEBT SERVICE FUNDS

The debt service requirement for the City and the Redevelopment Agency is \$20.8 million for fiscal year 2010-11. This represents an increase of approximately \$3.5 million from the fiscal year 2009-10 obligation of \$17.3 million.

Debt service payments are made from various City and Agency Funds in accordance with the legal documents governing each borrowing. Present debt is in the form of Certificates of Participation, Pension Obligation Bonds, Long Term Notes, Lease-Purchase Obligations, Tax Allocation Refunding Bonds, and Tax Allocation Bonds. Debt has been issued by the City to finance a wide variety of projects, including the construction of the new Public Works Center and the new Police Facility, parking facilities, refurbishment of the Chula Vista Shopping Mall, property acquisitions, building remodeling, and equipment and software acquisition.

Annual debt service costs are borne primarily by the General Fund, with the exception of the Tax Allocation Refunding Bonds and the Tax Allocation Bonds, which are funded by property tax increment revenues in the Redevelopment Agency.

To follow is a brief description of the debt service funds.

### Fund 441 – 1994 Pension Obligation Bonds

The 1994 Pension Obligation Bonds in the amount of \$16,786,532 were issued to provide funds to pay the City's unfunded liability in the California Public Employees Retirement System. The bonds are a debt of the City General Fund and the City is obligated by Retirement Law to make the bond payments without specification of funds. The term of the bonds is through fiscal year 2011-12.

#### Fund 442 – CDBG Section 108 Loan

In June of 2008, the City received a loan of \$9.5 million from the U.S. Department of Housing and Urban Development (HUD), under the Section 108 program. These funds will be repaid with a portion of the City's annual CDBG allocation, over the next 20 years. The funds will be used for the 'Castle Park Infrastructure Project'. The Section 108 loan is an 'advance' of future CDBG entitlement funds, and, as such, is repaid with a portion of the City's annual entitlement.

#### Fund 446 – Notes Payable Adamo

A January 1994 note payable for \$370,000 to Mr. and Mrs. Adamo as part of the purchase price for property located adjacent to the Civic Center. The term of the note is twenty years.

#### Fund 449 - San Diego County Regional Communication Systems

On March 7, 2000, the Chula Vista City Council authorized the City to join the San Diego County Regional Communications Systems (RCS). The City's portion of the infrastructure is \$2,809,405 plus financing costs. This is payable over a period of 14 years commencing on January 1, 2001 through January 1, 2014.

#### Fund 450 - 2002 Certificates of Participation – Police Facility Project

In June 2002, the Public Financing Authority issued the 2002 COP in the amount of \$60,145,000 to finance the construction of the City's new Police Headquarters. The source of repayment of the certificates is the lease payments to be made by the General Fund and PFDIF to the Public Financing Authority. The term of the certificates is through the year 2032.

#### Fund 451 – Long Term Advances DSF - City

This fund was established to account for inter fund loans.

#### Fund 452 – Capital Leases – Fire Equipment

This fund was established to account for the lease/purchase of the Fire Department's equipment.

#### Fund 453 – CEC Loan Repayment

This fund accumulates payment of principal and interest on a loan obtained through the California Energy Commission to fund various energy conservation capital projects.

#### Fund 471 - 2003 Refunding Certificates of Participation

In August 2004, the Public Financing Authority issued the 2003 COP in the amount of \$11,320,000 to prepay the outstanding \$7,215,000 principal balance of the 1993 Refunding Certificates of Participation and the outstanding \$2,140,000 principal balance of the 1993 Certifications of Participation. The

source of repayment of the certificates is the lease payments to be made by the City to the Public Financing Authority. The term of the certificates is through the year 2013.

Fund 472 - 2004 Certificates of Participation – Civic Center Project – Phase 1

In August 2004, the Public Financing Authority issued the 2004 COP in the amount of \$37,240,000 to finance the construction and equipping of certain improvements to the Civic Center complex and to provide funds for infrastructure improvements in western Chula Vista. The source of repayment of the certificates is the lease payments to be made by the General Fund and PFDIF to the Public Financing Authority. The term of the certificates is through the year 2034.

Fund 473 – 2006 Certificates of Participation-Civic Center project Phase 2

In March 2006, the Public Financing Authority issued the 2006 COP in the amount of \$20,325,000 to finance the construction and equipping of additional improvements to the Civic Center complex and for the renovation of the City's Nature Center.

Fund 474 – 2010 COP Refinance

In February 2010, the Public Financing Authority issued the 2010 COP in the amount of \$29,355,000 to prepay the outstanding \$15,640,000 principal balance of the 2000 Certificate of Participation and to finance certain capital improvement projects. The source of repayment of the certificates is the lease payments to be made by the General Fund and PFDIF to the Public Financing Authority. The term of the certificates is through the year 2033.



## FUND SUMMARY

BUDGET CATEGORY	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
Supplies and Services	2,475	2,475	2,500	2,500
Other Expenses	3,344,377	3,912,484	4,251,222	4,387,693
Transfers Out	0	6,908,969	5,300,000	0
<b>TOTAL EXPENDITURES</b>	<b>\$3,346,852</b>	<b>\$10,823,928</b>	<b>\$9,553,722</b>	<b>\$4,390,193</b>
<b>REVENUES</b>				
Use of Money & Property	8	96	0	0
Transfers In	3,855,348	4,288,388	9,561,256	4,250,019
<b>ESTIMATED TOTAL REVENUES</b>	<b>\$3,855,356</b>	<b>\$4,288,484</b>	<b>\$9,561,256</b>	<b>\$4,250,019</b>
<b>NET FUND ACTIVITY</b>	<b>\$508,504</b>	<b>(\$6,535,444)</b>	<b>\$7,534</b>	<b>(\$140,174)</b>

## FUND DETAIL

FUND # FUND DESCRIPTION	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
441 1994 Pension Obligation Bond	2,371,755	2,462,887	2,509,188	2,637,672
442 CDBG Section 108 Loan	0	287,033	734,471	741,015
446 Notes Payable Adamo Property	45,351	46,712	48,113	49,556
449 SD Co Regional Comm Systems	295,734	295,734	295,734	295,734
451 Long-term Advances DSF - City	634,012	7,731,562	5,600,000	300,000
452 KS Fire Equipment Capital Lease	0	0	172,216	172,216
453 CES Loan Repayment	0	0	194,000	194,000
<b>TOTAL EXPENDITURES</b>	<b>\$3,346,852</b>	<b>\$10,823,928</b>	<b>\$9,553,722</b>	<b>\$4,390,193</b>
<b>REVENUES</b>				
441 1994 Pension Obligation Bond	2,371,725	2,460,414	2,509,188	2,637,672
442 CDBG Section 108 Loan	0	287,033	734,471	741,015
446 Notes Payable Adamo Property	45,351	46,712	48,113	49,556
449 SD Co Regional Comm Systems	295,742	295,740	295,734	295,734
451 Long-term Advances DSF - City	1,142,538	1,198,585	5,607,534	303,826
452 KS Fire Equipment Capital Lease	0	0	172,216	172,216
453 CES Loan Repayment	0	0	194,000	50,000
<b>TOTAL REVENUES</b>	<b>\$3,855,356</b>	<b>\$4,288,484</b>	<b>\$9,561,256</b>	<b>\$4,250,019</b>
<b>NET FUND ACTIVITY</b>	<b>\$508,504</b>	<b>(\$6,535,444)</b>	<b>\$7,534</b>	<b>(\$140,174)</b>

# DS - CV PUBLIC FINANCING AUTHORITY FUND 470

## FUND SUMMARY

BUDGET CATEGORY	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
Supplies and Services	18,650	32,315	26,700	20,500
Other Expenses	11,925,586	10,512,246	10,501,650	9,462,573
Transfers Out	1,102,129	0	0	8,505,576
<b>TOTAL EXPENDITURES</b>	<b>\$13,046,365</b>	<b>\$10,544,561</b>	<b>\$10,528,350</b>	<b>\$17,988,649</b>
<b>REVENUES</b>				
Use of Money & Property	579,477	473,206	0	0
Transfers In	9,904,895	9,363,488	10,412,178	13,682,131
<b>ESTIMATED TOTAL REVENUES</b>	<b>\$10,484,372</b>	<b>\$9,836,694</b>	<b>\$10,412,178</b>	<b>\$13,682,131</b>
<b>NET FUND ACTIVITY</b>	<b>(\$2,561,993)</b>	<b>(\$707,867)</b>	<b>(\$116,172)</b>	<b>(\$4,306,518)</b>

## FUND DETAIL

FUND # FUND DESCRIPTION	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
448 2000 COP Ser A-Fin Project	2,125,672	1,867,253	1,867,522	0
450 2002 COP Police Facility Proj	5,948,220	3,916,265	3,915,746	3,913,146
471 2003 Refunding Cert of Part	1,300,375	1,075,965	1,070,766	1,054,380
472 2004 COP Civ Ctr Proj Phase I	2,394,402	2,408,630	2,396,117	2,396,218
473 2006 COP Civ Ctr Proj Phase 2	1,277,696	1,276,448	1,278,199	1,277,389
474 2010 Refunding COP	0	0	0	9,347,516
<b>TOTAL EXPENDITURES</b>	<b>\$13,046,365</b>	<b>\$10,544,561</b>	<b>\$10,528,350</b>	<b>\$17,988,649</b>
<b>REVENUES</b>				
448 2000 COP Ser A-Fin Project	2,061,767	1,621,472	1,767,610	0
450 2002 COP Police Facility Proj	3,916,299	3,459,028	3,915,746	5,651,001
471 2003 Refunding Cert of Part	1,353,417	1,084,679	1,054,505	1,049,880
472 2004 COP Civ Ctr Proj Phase I	2,266,773	2,396,779	2,396,117	2,396,218
473 2006 COP Civ Ctr Proj Phase 2	886,116	1,274,736	1,278,200	1,277,388
474 2010 Refunding COP	0	0	0	3,307,644
<b>TOTAL REVENUES</b>	<b>\$10,484,372</b>	<b>\$9,836,694</b>	<b>\$10,412,178</b>	<b>\$13,682,131</b>
<b>NET FUND ACTIVITY</b>	<b>(\$2,561,993)</b>	<b>(\$707,867)</b>	<b>(\$116,172)</b>	<b>(\$4,306,518)</b>



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## A D O P T E D   B U D G E T

### OTHER FUNDS

# FISCAL YEAR 2011





## OTHER FUNDS

The funds included in this section include miscellaneous Special Revenue and Internal Service funds. Special Revenue Funds are used to account for proceeds derived from specific revenue sources, which are legally restricted to expenditures for special purposes. Internal Service Funds are used to finance and account for goods, special activities, and services performed by one City department for other City departments on a cost reimbursement basis. Internal Service Funds account for the activities of centralized vehicle and equipment maintenance, worker's compensation, insurance, and technology replacement.

To follow is a brief description of special revenue funds.

### **TRANSPORTATION FUNDS**

Included in this group are the following funds:

#### Fund 221 – Gas Tax

This fund accounts for the receipt and expenditure of all monies received from the State under Street and Highway Code Sections 2106, 2107, 2107.5. The allocations must be spent for street maintenance or construction and a limited amount for engineering. Historically, these monies were deemed highly restrictive insofar as expenditure, but with adoption of AB1502 effective January 1, 1978 most of the money can be used for any street purpose.

#### Fund 225 – Traffic Signal Fee

This fund accounts for the receipt and expenditure of fees collected from private developers

for financing and / or installation of new traffic signals, as required by City of Chula Vista Council Policy 478-01

#### Fund 227 – Transportation Sales Tax

This fund was established to account for the receipt and disbursement of all transportation sales tax (TransNet) revenues for the City. In November 1987, San Diego County voters first approved the Transportation Program (TransNet). In November of 2004, voters approved a 40-year extension of the program, which funds transportation improvements throughout the region via a half-cent local sales tax. The City's allocation of regional funds is based upon population and the number of local street and road miles maintained by the City.

### **PARKING FUNDS**

Included as part of this group are the following funds:

#### Fund 241 – Parking Meter

Parking Meter Fund revenues are generated through two sources: coin deposits from parking meters located in the downtown area, and parking citation payments for expired meter violations. These funds pay for the coin collection and maintenance of the meters, the parking enforcement staff that monitors the downtown area, and general upkeep and signage of the downtown parking lots.

#### Fund 243 - Town Centre I Parking

This fund is used to account for revenues from an in-lieu parking fee. This in-lieu parking fee applies to any developer of a new commercial building or addition to an existing commercial building within the Downtown Parking District. Use of monies in this fund is restricted to the purchase or development of parking sites.

## **PUBLIC SAFETY FUNDS**

Included in this group are the following funds:

### Fund 245 – Traffic Safety

This fund is a depository for all monies derived from vehicle code fines, excluding parking violations. The fines are collected through the County court system and remitted to the City monthly. These monies may be expended only for traffic control devices and equipment and maintenance thereof or for the maintenance, improvement or construction of public streets.

### Fund 251 – Supplemental Law Enforcement Services

This fund accounts for the Supplemental Law Enforcement grant funds awarded to the Police Department; these funds can be used to supplement general fund appropriations for Police related personnel, overtime, and equipment expenditures.

### Fund 252 – Police Department Grants

This fund includes the California Border Alliance Group (CBAG) and miscellaneous police grants. CBAG is funded with federal funds. While CBAG employees are technically City of Chula Vista employees they do not work in the City of Chula Vista nor do they provide direct services for the City of Chula Vista; the City serves only as a fiscal agent for CBAG.

### Fund 253 – Inmate Welfare Fund

This fund is a depository for monies collected from pay phones commissions and operation of a commissary, in accordance with the Sheriff's Penal Code section 4025. Monies in this fund shall be expended for the benefit, education, and welfare of the inmates.

### Fund 254 – Local Law Enforcement Block Grant Funds

This fund accounts for federal Justice Assistance Grant funds awarded to the Police Department; these funds can be used to supplement general fund appropriations for Police related personnel, overtime, and equipment expenditures.

### Fund 256 – Asset Seizure

This fund is a depository for assets seized under Federal statutes through the process of "equitable sharing" of drug money and real property. By law these funds may only be used for law enforcement purposes and are intended to supplement, not supplant, existing funds.

## **LIBRARY/CULTURAL ARTS FUNDS**

Included in this group are the following funds:

### Fund 261 – California Library Service Act

The California Library Services Act (CLSA) helps public libraries provide coordinated reference services and provides reimbursement for interlibrary loans of materials and loans to nonresident borrowers through the Transaction Based Reimbursement program, also known as the Direct Loan program. The Chula Vista Public Library participates in the Universal Borrowing provision of CLSA that reimburses the City for any over-the-counter loan service to the residents of all other California public library jurisdictions (Direct Loan). The Interlibrary Loan program reimburses the City for handling costs when books are lent to other California libraries.

### Fund 262 – Public Library Foundation Fund

The Public Library Foundation Act (PLF) is a funding formula under which the State contributes funding for basic local library services, under specified conditions, to assure the availability to every resident of the state an adequate level of public library service regardless of the taxable wealth of the local jurisdiction providing the service. The legislation provides that to every library jurisdiction which allocates to its public library at least as much local funding as it had the previous year, the state will award a dollar amount equal to the proportional share of the total amount allocated for the Public Library Foundation program based on the population of the library's service area as certified by the State Librarian for that fiscal year. The annual funding is dependent upon appropriations made by the legislature and the Governor.

### Fund 267 – McCandliss Awards

The Gayle McCandliss Fund was established in 1991 shortly after she passed away. Consistent with her wishes, it was established as a perpetual fund to recognize and provide monetary support or recognition to individuals or groups who make substantial contribution to the arts in the City of Chula Vista.

## **SUNDRY GRANT FUNDS**

Included as part of this group are the following funds:

### Fund 268 – State Recreation Grants

This fund was established to account for the receipt and disbursement of all State Recreation Grants received by the City.

### Fund 272 – Federal Grants Fund

This fund was established to account for the receipt and disbursement of all Federal Grants received by the City.

### Fund 273 – State Grants Fund

This fund was established to account for the receipt and disbursement of all State Grants received by the City (excluding Recreation related grants).

### Fund 274 – ARRA Fund

This fund was established to account for the receipt and disbursement of federal grant funds received by the City, authorized by the American Recovery and Reinvestment Act of 2009.

## **ENVIRONMENTAL SERVICES AND CONSERVATION FUNDS**

Included as part of this group are the following funds:

### Fund 281 - Waste Management and Recycling

Revenue for the Waste Management fund is generated by a variety of grants which are used to implement, operate and educate the public on waste diversion, recycling, environmental actions and impacts. Current grant programs include litter reduction and bottle and can recycling programs; a regional used motor oil and oil filter recycling program; regional household hazardous waste program, regional universal waste program, and a regional needles and sharps disposal program.

### Fund 282 – Environmental Services

The Environmental Services fund is a depository for revenue that is generated primarily by a 5% surcharge (AB 939 fees) applied to the refuse rates for residential and commercial customers. The surcharge is authorized by the State to recover the costs of developing and implementing source reduction, recycling, and composting programs that are implemented

to meet the State mandate to divert 50% of all waste generated annually in the City from landfills. The fund also includes two annual flat fees paid by the franchise hauler under the franchise agreement to cover litter container costs and to support the programs public education and enforcement service costs.

#### Fund 285 – Energy Conservation Fund

Revenue for the Energy Conservation fund is generated by grants and inter-agency agreements for specific energy conservation projects. For fiscal year 2010-2011, the energy conservation fund reflects the budget for the SDG&E energy conservation grant. This grant funds energy conservation programs for local residents, businesses, and City operations that reduce the amount of natural gas and electricity consumed.

### **STORM DRAIN FUND**

#### Fund 301 – Storm Drain Revenue

In accordance with Chapter 14.16 of the Chula Vista Municipal Code all proceeds of the storm drain fee are deposited into the Storm Drain Revenue Fund. Monies in this fund may only be used for storm drain purposes. The monthly storm drain service charge is included on the sewer bill.

### **COMMUNITY DEVELOPMENT BLOCK GRANT FUNDS**

These funds are depositories of grant entitlement monies received from the Department of Housing and Urban Development including funds 311, 314, 321, 325, and 333. The purpose of these monies is for community development projects; eligible activities include those that:

- Benefit low and moderate income people.
- Eliminate slums and blight.
- Alleviate conditions posing a serious health and/or safety hazard.

### **OPEN SPACE DISTRICT FUNDS**

These funds are a depository for all monies received for all flat rate property tax assessments levied against benefiting property owners for all maintenance of open space areas. Included in this group are funds 342 through 389.

The total assessment amount for each Open Space District is calculated each year based upon the cost of providing services within the district. This assessment rate is limited to the prior year's amount, increased by the lesser of two local indexes. In recent years the indexed increases were not effectively keeping pace with the actual costs of providing these services to the property

owners. In fiscal year 2007-08 staff went through the Proposition 218 process on seven districts/zones, in order to bring revenues in line with actual maintenance costs. Only one of the seven districts was approved for an increase in assessment. As a result a concentrated effort has been made to reduce expenditures to within available resources.

To follow is a brief description of the internal service funds.

#### Fund 231 – Workers Compensation

This fund is a depository for contributions made from the General Fund to pay for annual costs related to workers' compensation liabilities including the provision of an appropriate reserve to pay uninsured claims costs. The City is self-insured for amounts up to \$1.0 million per claim. The amount of the reserve and the required annual transfer is determined by the Director of Finance, based on experience and consultation with the Risk Manager.

#### Fund 232 Flexible Spending Account

This fund is used to account for employee health, medical and dependent care benefits.

#### Fund 234 – Fire Equipment Lease Fund

This fund accounts for the receipt of pass-through revenue from ambulance services to fund the yearly lease agreement for medical resuscitation equipment.

#### Fund 341 Public Liability Trust Fund

This fund is a depository for contributions made from the General Fund to provide an appropriate reserve level to pay for uninsured and deductibles for public liability losses. The City is self-insured for amounts up to \$250,000 per claim.

#### Fund 393 Technology Replacement Fund

The Technology Replacement Fund is an internal service function that provides for the replacement of computers and related technology equipment. Funds from departments' operating budgets are transferred to the Technology Replacement Fund for future replacement of equipment included in the program. Due to economic reasons, the program will not be funded in fiscal year 2010-11. Computer replacement has been included in various funds based on available resources.





## FUND SUMMARY

BUDGET CATEGORY	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
Other Expenses	50,630	9,455	15,000	15,000
Transfers Out	3,845,436	3,617,650	3,870,629	4,869,200
CIP Project Expenditures	9,491,394	6,842,191	11,108,255	3,981,000
<b>TOTAL EXPENDITURES</b>	<b>\$13,387,460</b>	<b>\$10,469,296</b>	<b>\$14,993,884</b>	<b>\$8,865,200</b>
<b>REVENUES</b>				
Other Local Taxes	9,171,000	545,000	11,827,655	4,141,000
Use of Money & Property	1,082,504	588,702	0	0
Revenue from Other Agencies	4,275,361	3,721,666	3,742,716	3,683,540
Charges for Services	499,457	247,828	250,000	250,000
Other Revenue	1,351	92,561	0	0
<b>ESTIMATED TOTAL REVENUES</b>	<b>\$15,029,673</b>	<b>\$5,195,757</b>	<b>\$15,820,371</b>	<b>\$8,074,540</b>
<b>NET FUND ACTIVITY</b>	<b>\$1,642,213</b>	<b>(\$5,273,539)</b>	<b>\$826,487</b>	<b>(\$790,660)</b>

## FUND DETAIL

FUND # FUND DESCRIPTION	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
221 Gas Tax	3,960,816	3,633,668	3,869,200	3,869,200
225 Traffic Signal	526,367	718,241	310,333	855,000
227 Transportation Sales Tax	8,900,277	6,117,387	10,814,351	4,141,000
<b>TOTAL EXPENDITURES</b>	<b>\$13,387,460</b>	<b>\$10,469,296</b>	<b>\$14,993,884</b>	<b>\$8,865,200</b>
<b>REVENUES</b>				
221 Gas Tax	4,038,599	3,739,667	3,742,716	3,683,540
225 Traffic Signal	935,592	377,160	250,000	250,000
227 Transportation Sales Tax	10,055,482	1,078,930	11,827,655	4,141,000
<b>TOTAL REVENUES</b>	<b>\$15,029,673</b>	<b>\$5,195,757</b>	<b>\$15,820,371</b>	<b>\$8,074,540</b>
<b>NET FUND ACTIVITY</b>	<b>\$1,642,213</b>	<b>(\$5,273,539)</b>	<b>\$826,487</b>	<b>(\$790,660)</b>

## FUND SUMMARY

BUDGET CATEGORY	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
Personnel Services	25,649	29,749	8,668	0
Supplies and Services	18,032	17,423	131,636	218,400
Other Expenses	270,704	308,747	265,940	114,000
Utilities	16,425	16,828	19,487	20,461
Transfers Out	1,358	127	0	0
CIP Project Expenditures	168	113,410	120,000	75,000
<b>TOTAL EXPENDITURES</b>	<b>\$332,336</b>	<b>\$486,284</b>	<b>\$545,731</b>	<b>\$427,861</b>
<b>REVENUES</b>				
Licenses and Permits	23,209	39,593	38,000	30,000
Fines, Forfeitures, Penalties	73,339	143,943	134,126	120,700
Use of Money & Property	249,662	367,223	396,000	370,000
Other Revenue	16,160	13,040	0	0
<b>ESTIMATED TOTAL REVENUES</b>	<b>\$362,370</b>	<b>\$563,799</b>	<b>\$568,126</b>	<b>\$520,700</b>
<b>NET FUND ACTIVITY</b>	<b>\$30,034</b>	<b>\$77,515</b>	<b>\$22,395</b>	<b>\$92,839</b>

## FUND DETAIL

FUND # FUND DESCRIPTION	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
241 Parking Meter	332,168	474,461	545,731	427,861
243 Town Centre I-Parking District	168	11,823	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$332,336</b>	<b>\$486,284</b>	<b>\$545,731</b>	<b>\$427,861</b>
<b>REVENUES</b>				
241 Parking Meter	344,338	549,229	568,126	520,700
243 Town Centre I-Parking District	18,032	14,570	0	0
<b>TOTAL REVENUES</b>	<b>\$362,370</b>	<b>\$563,799</b>	<b>\$568,126</b>	<b>\$520,700</b>
<b>NET FUND ACTIVITY</b>	<b>\$30,034</b>	<b>\$77,515</b>	<b>\$22,395</b>	<b>\$92,839</b>

## FUND SUMMARY

BUDGET CATEGORY	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
Personnel Services	2,178,126	2,961,289	3,872,858	3,260,200
Supplies and Services	193,364	392,889	1,164,714	789,921
Other Expenses	425,878	14,897	5,602	5,190
Capital	64,215	550,557	2,305,878	1,836,721
Utilities	0	0	25,000	0
Transfers Out	673,134	654,140	654,140	693,373
<b>TOTAL EXPENDITURES</b>	<b>\$3,534,717</b>	<b>\$4,573,772</b>	<b>\$8,028,192</b>	<b>\$6,585,405</b>
<b>REVENUES</b>				
Fines, Forfeitures, Penalties	1,056,790	798,029	534,140	534,140
Use of Money & Property	71,684	87,219	20,000	20,000
Revenue from Other Agencies	3,132,638	4,178,962	6,684,146	5,308,099
Other Revenue	0	8,968	0	0
Transfers In	0	0	63,944	39,233
<b>ESTIMATED TOTAL REVENUES</b>	<b>\$4,261,112</b>	<b>\$5,073,178</b>	<b>\$7,302,230</b>	<b>\$5,901,472</b>
<b>NET FUND ACTIVITY</b>	<b>\$726,395</b>	<b>\$499,406</b>	<b>(\$725,962)</b>	<b>(\$683,934)</b>

## FUND DETAIL

FUND # FUND DESCRIPTION	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
<b>245</b> Traffic Safety	597,402	813,670	1,000,840	790,140
<b>251</b> Suppl Law Enforcement Services	425,574	481,162	253,335	263,583
<b>252</b> Police Department Grants	2,255,516	3,088,748	6,124,455	4,983,623
<b>253</b> Inmate Welfare Fund	0	481	20,000	20,000
<b>254</b> Local Law Enf Block Grant	117,235	19,711	96,232	75,508
<b>256</b> Asset Seizure	138,990	170,000	533,330	452,551
<b>TOTAL EXPENDITURES</b>	<b>\$3,534,717</b>	<b>\$4,573,772</b>	<b>\$8,028,192</b>	<b>\$6,585,405</b>
<b>REVENUES</b>				
<b>245</b> Traffic Safety	1,087,362	830,424	534,140	534,140
<b>251</b> Suppl Law Enforcement Services	471,215	462,726	243,335	243,583
<b>252</b> Police Department Grants	2,191,828	3,237,843	6,124,454	4,883,624
<b>253</b> Inmate Welfare Fund	0	12,229	83,944	20,000
<b>254</b> Local Law Enf Block Grant	89,974	32,505	96,232	0
<b>256</b> Asset Seizure	420,733	497,451	220,125	220,125
<b>TOTAL REVENUES</b>	<b>\$4,261,112</b>	<b>\$5,073,178</b>	<b>\$7,302,230</b>	<b>\$5,901,472</b>
<b>NET FUND ACTIVITY</b>	<b>\$726,395</b>	<b>\$499,406</b>	<b>(\$725,962)</b>	<b>(\$683,934)</b>

## STAFFING SUMMARY - 252

BUDGET CATEGORY	FY 2009-10 ADOPTED	FY 2009-10 MIDYEAR	FY 2010-11 CHANGES	FY 2010-11 ADOPTED
CBAG Administrative Analyst II	1.00	1.00	-	2.00
CBAG Analyst	3.00	-	-	3.00
CBAG Deputy Executive Director	1.00	-	-	1.00
CBAG Director of SD LECC	1.00	-	-	1.00
CBAG Executive Assistant	1.00	-	-	1.00
CBAG Executive Director	1.00	-	-	1.00
CBAG Graphic Designer/Webmaster	1.00	-	-	1.00
CBAG Management Assistant	1.00	(1.00)	-	-
CBAG Micro Computer Specialist	1.00	-	-	1.00
CBAG Network Administrator I/II	2.00	-	-	2.00
CBAG Network Manager	1.00	-	-	1.00
CBAG Program Analyst	1.00	-	-	1.00
CBAG Program Manager	2.00	-	-	2.00
CBAG RCFL Network Engineer	1.00	-	-	1.00
Peace Officer	1.00	-	-	1.00
Police Agent	-	1.00	-	1.00
Police Community Relations Specialist	1.00	(1.00)	-	-
Police Training and Development Supervisor	1.00	-	-	1.00
Public Information Officer (PD)	1.00	(1.00)	-	-
Public Safety Analyst	0.50	-	(0.50)	-
<b>TOTAL AUTHORIZED POSITIONS</b>	<b>22.50</b>	<b>(1.00)</b>	<b>(0.50)</b>	<b>21.00</b>

## FUND SUMMARY

BUDGET CATEGORY	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
Supplies and Services	2,100	0	400	400
Other Expenses	0	0	1,200	1,200
Transfers Out	31,110	25,000	25,000	25,000
CIP Project Expenditures	0	81,902	102,644	0
<b>TOTAL EXPENDITURES</b>	<b>\$33,210</b>	<b>\$106,902</b>	<b>\$129,244</b>	<b>\$26,600</b>
<b>REVENUES</b>				
Use of Money & Property	22,049	14,124	0	0
Revenue from Other Agencies	91,215	108,195	105,000	105,000
Other Revenue	0	0	900	900
<b>ESTIMATED TOTAL REVENUES</b>	<b>\$113,264</b>	<b>\$122,319</b>	<b>\$105,900</b>	<b>\$105,900</b>
<b>NET FUND ACTIVITY</b>	<b>\$80,054</b>	<b>\$15,417</b>	<b>(\$23,344)</b>	<b>\$79,300</b>

## FUND DETAIL

FUND # FUND DESCRIPTION	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
261 California Library Service Act	29,110	106,902	127,644	25,000
262 Public Library Act	2,000	0	0	0
267 McCandliss Cultural Arts	2,100	0	1,600	1,600
<b>TOTAL EXPENDITURES</b>	<b>\$33,210</b>	<b>\$106,902</b>	<b>\$129,244</b>	<b>\$26,600</b>
<b>REVENUES</b>				
261 California Library Service Act	112,653	121,829	105,000	105,000
262 Public Library Act	(188)	16	0	0
267 McCandliss Cultural Arts	799	474	900	900
<b>TOTAL REVENUES</b>	<b>\$113,264</b>	<b>\$122,319</b>	<b>\$105,900</b>	<b>\$105,900</b>
<b>NET FUND ACTIVITY</b>	<b>\$80,054</b>	<b>\$15,417</b>	<b>(\$23,344)</b>	<b>\$79,300</b>

## FUND SUMMARY

BUDGET CATEGORY	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
Personnel Services	145,684	12,963	772,966	804,790
Supplies and Services	180,895	71,179	1,768,763	1,708,978
Other Expenses	0	0	480,052	463,034
Capital	24,085	108,926	255,104	59,202
CIP Project Expenditures	761,373	292,882	1,660,089	2,051,600
Non-CIP Project Expenditures	0	0	795,686	120,000
<b>TOTAL EXPENDITURES</b>	<b>\$1,112,037</b>	<b>\$485,950</b>	<b>\$5,732,660</b>	<b>\$5,207,604</b>
<b>REVENUES</b>				
Revenue from Other Agencies	1,580,342	517,342	5,847,192	4,838,606
Other Revenue	23,824	0	0	0
Transfers In	13,672	0	34,679	52,226
<b>ESTIMATED TOTAL REVENUES</b>	<b>\$1,617,838</b>	<b>\$517,342</b>	<b>\$5,881,871</b>	<b>\$4,890,832</b>
<b>NET FUND ACTIVITY</b>	<b>\$505,801</b>	<b>\$31,392</b>	<b>\$149,211</b>	<b>(\$316,772)</b>

## FUND DETAIL

FUND # FUND DESCRIPTION	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
<b>268</b> State Recreation Grants	533,113	264,117	(9,211)	0
<b>272</b> Federal Grants Fund	220,370	193,068	642,889	244,225
<b>273</b> State Grants Fund	358,554	28,765	0	0
<b>274</b> ARRA Fund	0	0	5,098,982	4,963,379
<b>TOTAL EXPENDITURES</b>	<b>\$1,112,037</b>	<b>\$485,950</b>	<b>\$5,732,660</b>	<b>\$5,207,604</b>
<b>REVENUES</b>				
<b>268</b> State Recreation Grants	939,891	275,361	140,000	0
<b>272</b> Federal Grants Fund	251,629	198,322	642,889	244,225
<b>273</b> State Grants Fund	426,318	43,659	0	0
<b>274</b> ARRA Fund	0	0	5,098,982	4,646,607
<b>TOTAL REVENUES</b>	<b>\$1,617,838</b>	<b>\$517,342</b>	<b>\$5,881,871</b>	<b>\$4,890,832</b>
<b>NET FUND ACTIVITY</b>	<b>\$505,801</b>	<b>\$31,392</b>	<b>\$149,211</b>	<b>(\$316,772)</b>

## STAFFING SUMMARY - 274

BUDGET CATEGORY	FY 2009-10 ADOPTED	FY 2009-10 MIDYEAR	FY 2010-11 CHANGES	FY 2010-11 ADOPTED
Deputy City Attorney II	-	1.00	-	1.00
Legal Assistant	-	0.50	-	0.50
Police Agent	-	2.00	-	2.00
Police Community Relations Specialist	-	1.00	-	1.00
Public Information Officer (PD)	-	1.00	-	1.00
Public Safety Analyst	-	1.00	-	1.00
<b>TOTAL AUTHORIZED POSITIONS</b>	-	<b>6.50</b>	-	<b>6.50</b>

## FUND SUMMARY

BUDGET CATEGORY	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
Personnel Services	126,931	450,411	674,771	571,531
Supplies and Services	567,510	1,035,245	1,171,489	687,439
Other Expenses	302,748	693,655	1,449,621	547,982
Capital	0	0	0	60,000
Utilities	782	421	627	627
Transfers Out	0	84,042	95,221	94,410
CIP Project Expenditures	302,522	903,990	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$1,300,493</b>	<b>\$3,167,764</b>	<b>\$3,391,729</b>	<b>\$1,961,989</b>
<b>REVENUES</b>				
Use of Money & Property	0	3,946	0	0
Revenue from Other Agencies	1,244,507	1,453,680	2,305,167	895,826
Charges for Services	0	1,021,730	962,000	979,000
Other Revenue	5,029	919,431	215,000	69,000
Transfers In	0	0	59,740	0
<b>ESTIMATED TOTAL REVENUES</b>	<b>\$1,249,536</b>	<b>\$3,398,787</b>	<b>\$3,541,907</b>	<b>\$1,943,826</b>
<b>NET FUND ACTIVITY</b>	<b>(\$50,957)</b>	<b>\$231,023</b>	<b>\$150,178</b>	<b>(\$18,163)</b>

## FUND DETAIL

FUND # FUND DESCRIPTION	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
281 Waste Management & Recycling	295,672	214,336	356,342	105,562
282 Environmental Services Fund	0	839,841	1,120,582	1,066,194
285 Energy Conservation	1,004,821	2,113,587	1,914,805	790,233
<b>TOTAL EXPENDITURES</b>	<b>\$1,300,493</b>	<b>\$3,167,764</b>	<b>\$3,391,729</b>	<b>\$1,961,989</b>
<b>REVENUES</b>				
281 Waste Management & Recycling	314,342	214,335	450,102	105,593
282 Environmental Services Fund	0	1,241,776	1,177,000	1,048,000
285 Energy Conservation	935,194	1,942,676	1,914,805	790,233
<b>TOTAL REVENUES</b>	<b>\$1,249,536</b>	<b>\$3,398,787</b>	<b>\$3,541,907</b>	<b>\$1,943,826</b>
<b>NET FUND ACTIVITY</b>	<b>(\$50,957)</b>	<b>\$231,023</b>	<b>\$150,178</b>	<b>(\$18,163)</b>



**STAFFING SUMMARY - 282**

<b>BUDGET CATEGORY</b>	<b>FY 2009-10 ADOPTED</b>	<b>FY 2009-10 MIDYEAR</b>	<b>FY 2010-11 CHANGES</b>	<b>FY 2010-11 ADOPTED</b>
Environmental Services Program Manager	1.00	-	-	1.00
Recycling Specialist I/II	3.00	-	-	3.00
<b>TOTAL AUTHORIZED POSITIONS</b>	<b>4.00</b>	<b>-</b>	<b>-</b>	<b>4.00</b>

## FUND SUMMARY

BUDGET CATEGORY	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
Supplies and Services	284,711	224,224	256,850	261,850
Other Expenses	0	66,600	0	0
Utilities	481	733	805	769
Transfers Out	269,801	290,548	290,463	290,463
CIP Project Expenditures	82,202	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$637,195</b>	<b>\$582,105</b>	<b>\$548,118</b>	<b>\$553,082</b>
<b>REVENUES</b>				
Licenses and Permits	47,303	14,394	25,000	25,000
Fines, Forfeitures, Penalties	21,700	18,645	0	5,000
Use of Money & Property	1,268	3,695	0	0
Charges for Services	570,070	574,883	500,000	575,000
<b>ESTIMATED TOTAL REVENUES</b>	<b>\$640,341</b>	<b>\$611,617</b>	<b>\$525,000</b>	<b>\$605,000</b>
<b>NET FUND ACTIVITY</b>	<b>\$3,146</b>	<b>\$29,512</b>	<b>(\$23,118)</b>	<b>\$51,918</b>

FUND SUMMARY

BUDGET CATEGORY	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
Supplies and Services	14,850	43,975	102,123	110,000
Other Expenses	1,447,829	582,224	543,095	462,548
Capital	0	140,165	400,000	400,000
Transfers Out	0	328,787	775,471	789,414
CIP Project Expenditures	2,296,347	2,433,643	(2,496,122)	3,900,519
Non-CIP Project Expenditures	926,415	1,226,652	1,545,354	456,166
<b>TOTAL EXPENDITURES</b>	<b>\$4,685,441</b>	<b>\$4,755,446</b>	<b>\$869,921</b>	<b>\$6,118,647</b>
<b>REVENUES</b>				
Use of Money & Property	16,714	12,665	0	0
Revenue from Other Agencies	4,354,211	3,326,360	3,870,965	3,143,647
Other Revenue	9,508,942	11,329	0	0
Transfers In	0	0	0	105,000
<b>ESTIMATED TOTAL REVENUES</b>	<b>\$13,879,867</b>	<b>\$3,350,354</b>	<b>\$3,870,965</b>	<b>\$3,248,647</b>
<b>NET FUND ACTIVITY</b>	<b>\$9,194,426</b>	<b>(\$1,405,092)</b>	<b>\$3,001,044</b>	<b>(\$2,870,000)</b>

FUND DETAIL

FUND # FUND DESCRIPTION	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
311 CDBG Housing Program	0	232,106	547,400	508,000
314 Emergency Shelter Grant Prog	87,833	88,169	88,198	88,021
321 Home Program	1,313,237	920,218	100,723	99,600
325 CDBG Program - Income Projects	0	0	0	0
333 FY2000 Comm Dev Block Grant	3,284,371	3,514,953	133,600	5,423,026
<b>TOTAL EXPENDITURES</b>	<b>\$4,685,441</b>	<b>\$4,755,446</b>	<b>\$869,921</b>	<b>\$6,118,647</b>
<b>REVENUES</b>				
311 CDBG Housing Program	1,010	14,830	547,400	508,000
314 Emergency Shelter Grant Prog	87,833	88,169	88,198	88,021
321 Home Program	1,325,882	930,344	100,723	99,600
325 CDBG Program - Income Projects	11,299	2,020	0	0
333 FY2000 Comm Dev Block Grant	12,453,843	2,314,991	3,134,644	2,553,026
<b>TOTAL REVENUES</b>	<b>\$13,879,867</b>	<b>\$3,350,354</b>	<b>\$3,870,965</b>	<b>\$3,248,647</b>
<b>NET FUND ACTIVITY</b>	<b>\$9,194,426</b>	<b>(\$1,405,092)</b>	<b>\$3,001,044</b>	<b>(\$2,870,000)</b>

## FUND SUMMARY

BUDGET CATEGORY	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
Supplies and Services	4,668,459	5,211,950	7,538,048	7,338,311
Other Expenses	1,565,557	1,716,474	1,835,435	1,868,269
Utilities	1,434,055	1,507,359	2,493,166	2,781,268
<b>TOTAL EXPENDITURES</b>	<b>\$7,668,071</b>	<b>\$8,435,783</b>	<b>\$11,866,649</b>	<b>\$11,987,848</b>
<b>REVENUES</b>				
Use of Money & Property	552,998	346,042	0	0
Other Revenue	7,571,093	7,770,775	11,866,649	11,987,848
<b>ESTIMATED TOTAL REVENUES</b>	<b>\$8,124,091</b>	<b>\$8,116,817</b>	<b>\$11,866,649</b>	<b>\$11,987,848</b>
<b>NET FUND ACTIVITY</b>	<b>\$456,020</b>	<b>(\$318,966)</b>	<b>\$0</b>	<b>\$0</b>

## FUND DETAIL

FUND # FUND DESCRIPTION	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
<b>342</b> CFD 11-M RHR McMillin	49,986	36,691	110,608	117,065
<b>343</b> CFD 12-M Vlg7	150,941	224,598	482,790	615,410
<b>344</b> CFD 13-M Vlg2	4,914	1,945	29,217	129,501
<b>345</b> CFD 12M - OR Village 7	3,425	283,702	521,723	546,163
<b>351</b> Town Centre Landscaping Dist I	0	0	0	0
<b>352</b> Bay Blvd Landscaping Dist	8,876	6,940	14,873	15,397
<b>353</b> Eastlake Maintenance Dist #1	230,763	203,005	372,960	270,215
<b>354</b> Open Space District #1	56,507	58,866	97,322	88,932
<b>355</b> Open Space District #2	12,435	11,693	15,584	20,339
<b>356</b> Open Space District #3	48,469	44,356	43,627	45,533
<b>357</b> Open Space District #4	67,409	72,237	94,785	103,367
<b>358</b> Open Space District #5	31,044	30,342	66,404	47,057
<b>359</b> Open Space District #6	21,294	19,233	31,676	27,015
<b>361</b> Open Space District #7	14,417	9,278	13,499	14,463
<b>362</b> Open Space District #8	59,325	60,727	74,389	74,101
<b>363</b> Open Space District #9	53,128	46,010	80,884	65,472
<b>364</b> Open Space District #10	70,766	71,142	83,940	92,573
<b>365</b> Open Space District #11	129,251	132,022	178,191	163,985
<b>367</b> Open Space District #14	291,051	325,149	387,733	383,804
<b>368</b> Open Space District #15	13,287	12,401	34,361	25,049
<b>369</b> Open Space District #17	2,849	2,738	7,748	8,355
<b>371</b> Open Space District #18	103,488	107,495	130,497	137,219
<b>372</b> Open Space District #20	1,002,541	1,038,932	1,356,062	1,436,728

# OPEN SPACE DISTRICT FUND

350

373	Open Space District #23	43,754	38,392	57,833	58,721
374	Open Space District #24	20,029	19,462	27,867	29,180
375	Open Space District #26	7,709	6,618	12,635	10,773
376	Open Space District #31	87,111	95,865	139,203	129,507
378	CFD 07M-Eastlk II Woods, Vista	386,527	436,159	615,876	644,686
379	CFD 08M-Vlg 6 McM & Oty Ranc	818,132	774,281	935,011	978,119
380	CFD 09M OR Vlg II	642,222	802,884	926,540	966,625
382	CFD 99-2 Otay Ranch Vlg 1 We	620,320	673,432	720,097	755,688
383	Town Ctr Business Imprv Distr	0	0	0	0
386	Otay Ranch Acquisition Dist	221,881	177,735	871,265	582,206
387	CFD 98-3 Sunbow 2	813,062	872,704	1,011,592	1,027,709
388	Comm Facility 97-1 (Otay Rnch)	1,492,918	1,647,681	2,239,941	2,360,569
389	Otay Ranch Village 1,2,6,7,12	88,240	91,068	79,916	16,322
<b>TOTAL EXPENDITURES</b>		<b>\$7,668,071</b>	<b>\$8,435,783</b>	<b>\$11,866,649</b>	<b>\$11,987,848</b>
<b>REVENUES</b>					
342	CFD 11-M RHR McMillin	5,784	13,941	110,608	117,065
343	CFD 12-M Vlg7	344,923	345,370	482,790	615,410
344	CFD 13-M Vlg2	42,236	34,219	4,217	129,501
345	CFD 12M - OR Village 7	163,341	331,056	521,723	546,163
351	Town Centre Landscaping Dist I	1,097	782	0	0
352	Bay Blvd Landscaping Dist	20,543	16,142	14,873	15,397
353	Eastlake Maintenance Dist #1	283,373	255,534	372,960	270,215
354	Open Space District #1	77,268	76,337	97,322	88,932
355	Open Space District #2	13,581	14,007	15,584	20,339
356	Open Space District #3	48,255	46,458	43,627	45,533
357	Open Space District #4	82,936	84,175	94,785	103,367
358	Open Space District #5	44,988	43,684	66,404	47,057
359	Open Space District #6	27,423	27,219	31,676	27,015
361	Open Space District #7	13,390	13,572	13,499	14,463
362	Open Space District #8	67,822	65,456	74,389	74,101
363	Open Space District #9	65,442	65,165	80,884	65,472
364	Open Space District #10	76,460	77,844	83,940	92,573
365	Open Space District #11	157,916	139,432	178,191	163,985
366	Open Space District #13	22	17	0	0
367	Open Space District #14	330,940	335,211	387,733	383,804
368	Open Space District #15	21,462	21,167	34,361	25,049
369	Open Space District #17	5,261	5,487	7,748	8,355
371	Open Space District #18	101,009	113,517	130,497	137,219
372	Open Space District #20	996,351	1,268,906	1,356,062	1,436,728
373	Open Space District #23	51,396	52,379	57,833	58,721
374	Open Space District #24	24,978	20,652	27,867	29,180
375	Open Space District #26	9,433	9,555	12,635	10,773
376	Open Space District #31	100,287	95,966	139,203	129,507
378	CFD 07M-Eastlk II Woods, Vista	262,722	393,926	615,876	644,686
379	CFD 08M-Vlg 6 McM & Oty Ranc	462,875	844,200	935,011	978,119

**OPEN SPACE DISTRICT FUND****350**

<b>380</b>	CFD 09M OR Vlg II	486,890	511,508	926,540	966,625
<b>382</b>	CFD 99-2 Otay Ranch Vlg 1 We	644,518	680,153	720,097	755,688
<b>383</b>	Town Ctr Business Imprv Distr	2,391	3,213	0	0
<b>386</b>	Otay Ranch Acquisition Dist	379,654	470,550	871,265	582,206
<b>387</b>	CFD 98-3 Sunbow 2	940,629	954,107	1,011,592	1,027,709
<b>388</b>	Comm Facility 97-1 (Otay Rnch)	1,681,123	642,469	2,239,941	2,360,569
<b>389</b>	Otay Ranch Village 1,2,6,7,12	85,372	43,441	104,916	16,322
<b>TOTAL REVENUES</b>		<b>\$8,124,091</b>	<b>\$8,116,817</b>	<b>\$11,866,649</b>	<b>\$11,987,848</b>
<b>NET FUND ACTIVITY</b>		<b>\$456,020</b>	<b>(\$318,966)</b>	<b>\$0</b>	<b>\$0</b>

## FUND SUMMARY

BUDGET CATEGORY	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
Supplies and Services	669,872	497,582	539,840	499,840
Other Expenses	1,995,339	2,102,334	2,919,019	2,919,019
<b>TOTAL EXPENDITURES</b>	<b>\$2,665,211</b>	<b>\$2,599,916</b>	<b>\$3,458,859</b>	<b>\$3,418,859</b>
<b>REVENUES</b>				
Other Revenue	3,050,301	2,940,731	2,821,917	2,774,474
<b>ESTIMATED TOTAL REVENUES</b>	<b>\$3,050,301</b>	<b>\$2,940,731</b>	<b>\$2,821,917</b>	<b>\$2,774,474</b>
<b>NET FUND ACTIVITY</b>	<b>\$385,090</b>	<b>\$340,815</b>	<b>(\$636,942)</b>	<b>(\$644,385)</b>

## FUND SUMMARY

BUDGET CATEGORY	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
Personnel Services	259,010	260,320	310,000	310,000
Supplies and Services	29,055	22,325	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$288,065</b>	<b>\$282,645</b>	<b>\$310,000</b>	<b>\$310,000</b>
<b>REVENUES</b>				
Other Revenue	265,866	260,923	310,000	310,000
<b>ESTIMATED TOTAL REVENUES</b>	<b>\$265,866</b>	<b>\$260,923</b>	<b>\$310,000</b>	<b>\$310,000</b>
<b>NET FUND ACTIVITY</b>	<b>(\$22,199)</b>	<b>(\$21,722)</b>	<b>\$0</b>	<b>\$0</b>



## FUND SUMMARY

BUDGET CATEGORY	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
Transfers Out	0	0	172,216	172,216
<b>TOTAL EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$172,216</b>	<b>\$172,216</b>
<b>REVENUES</b>				
Revenue from Other Agencies	0	0	172,216	172,216
<b>ESTIMATED TOTAL REVENUES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$172,216</b>	<b>\$172,216</b>
<b>NET FUND ACTIVITY</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## FUND SUMMARY

BUDGET CATEGORY	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
Other Expenses	705,387	0	1,800,000	1,800,000
<b>TOTAL EXPENDITURES</b>	<b>\$705,387</b>	<b>\$0</b>	<b>\$1,800,000</b>	<b>\$1,800,000</b>
<b>REVENUES</b>				
Transfers In	0	0	1,800,000	1,800,000
<b>ESTIMATED TOTAL REVENUES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,800,000</b>	<b>\$1,800,000</b>
<b>NET FUND ACTIVITY</b>	<b>(\$705,387)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## FUND SUMMARY

BUDGET CATEGORY	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ADOPTED
<b>EXPENDITURES</b>				
Capital	196,555	10,236	0	0
Transfers Out	0	0	7,382	0
<b>TOTAL EXPENDITURES</b>	<b>\$196,555</b>	<b>\$10,236</b>	<b>\$7,382</b>	<b>\$0</b>
<b>REVENUES</b>				
Use of Money & Property	2,072	1,376	0	0
Other Revenue	49,697	0	0	0
<b>ESTIMATED TOTAL REVENUES</b>	<b>\$51,769</b>	<b>\$1,376</b>	<b>\$0</b>	<b>\$0</b>
<b>NET FUND ACTIVITY</b>	<b>(\$144,786)</b>	<b>(\$8,860)</b>	<b>(\$7,382)</b>	<b>\$0</b>



# NON-CAPITAL IMPROVEMENT PROJECT BUDGET

## *Funding Summary by Project Type*

### ARRA

	FY 2010-11 ADOPTED
Clinic Expansion	\$120,000
<b>ARRA TOTAL</b>	<b>\$120,000</b>

### CDBG

	FY 2010-11 ADOPTED
Services for High-Risk and Homeless Youth	\$39,550
Assessment, Referral and Emergency Services	\$39,312
Fair Housing Counseling Services	\$35,500
Family Violence Treatment Program/South Bay Family Justice Network	\$34,000
Housing Services	\$32,045
KidCare Express Mobile Unit	\$27,000
Lauderbach Neighborhood Ctr	\$26,892
Project Hand	\$20,000
Foreclosure Services	\$20,000
Food 4 Kids Backpack Program	\$15,000
WizKidz Program	\$12,266
County Hotel Voucher Program	\$12,250
Meals-On-Wheels Chula Vista	\$12,000
Transportation	\$11,000
Interfaith Shelter Network	\$10,350
Thursday's Meal	\$10,000
Caring Neighbor	\$7,380
Task Force on the Homeless (RTFH)	\$5,000
Rehabilitation Services	\$3,000
<b>CDBG TOTAL</b>	<b>\$372,545</b>

### HOUSING

	FY 2010-11 ADOPTED
Landings II	\$4,000,000
Casa Nueva Visa	\$83,621
<b>HOUSING TOTAL</b>	<b>\$4,083,621</b>

**GRAND TOTAL - ALL PROJECTS**

**\$4,576,166**





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## A D O P T E D   B U D G E T

### CAPITAL IMPROVEMENT PROGRAM

Capital Improvement Program Summary

Revenue Summary

Expenditure Summary

Capital Improvement Projects Summary

FISCAL YEAR 2011





# CAPITAL IMPROVEMENT PROGRAM SUMMARY

To follow is a summary of the fiscal year 2010-11 Capital Improvement Program (CIP). The goal of the Capital Improvement Program is to provide for the sustainable preservation of City-owned assets and optimization of financial strategies to address infrastructure needs.

Despite the continued economic downturn, the overall fiscal year 2010-11 CIP budget has experienced only a slight decrease in funding from the prior year, which is not nearly enough to sustain all assets owned by the City. Nevertheless, the adopted CIP includes \$21.8 million in adopted new appropriations for preliminary engineering/planning, designing and construction of an array of infrastructure facilities throughout the City. An additional \$10.5 million of prior year funding/approved projects will also carry over to fiscal year 2010-11. Included in the funding is the award of \$3.2 million in new grants for Capital Improvement Projects. The following is a summary of grant-funded projects adopted for fiscal year 2010-11:

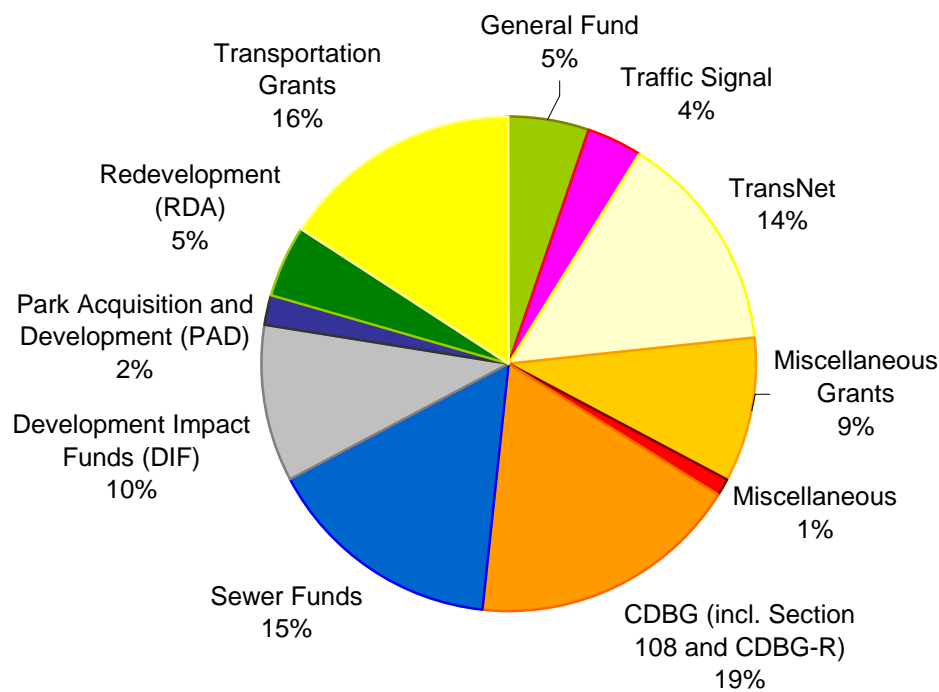
- GG214 Induction Lighting Residential Streets \$2 million
- STL364 Sidewalk Installation along Naples \$289,900
- TF373 Traffic Signal Modification, Fourth Ave and G St \$270,230
- STL365 Gunpowder Point Overlay (Access Road) \$500,000
- STL370 Sidewalk Installation, Southside of C St from 5th Ave \$114,300

Another \$3.2 million in funding for new projects is anticipated in the next six months based on pending grant awards and a trend analysis of previous year funding. On an annual basis, the CIP is amended at various times throughout the fiscal year and receives up to \$6 million in new infrastructure funding.

The adopted fiscal year 2010-11 Capital Improvement Budget totals \$21.8 million in new revenues and expenditures. Overall traditional revenues such as general fund, gas tax, residential construction tax, storm drains fees, and developer impact fees are not available to fund capital improvement projects. City staff continues to lessen the impact on the CIP by competing for infrastructure grants and American Recovery and Reinvestment Act (ARRA) funding to diversify the revenue stream. Other revenues such as TransNet and traffic signals have also experienced slight decreases due to the present state of the economy. TransNet, Proposition 1B, Prop 42, Sewer and ARRA funding continue to make-up the majority of the revenue stream in the CIP.

The following chart summarizes the funding sources for the Capital Improvement Program for fiscal year 2010-11.

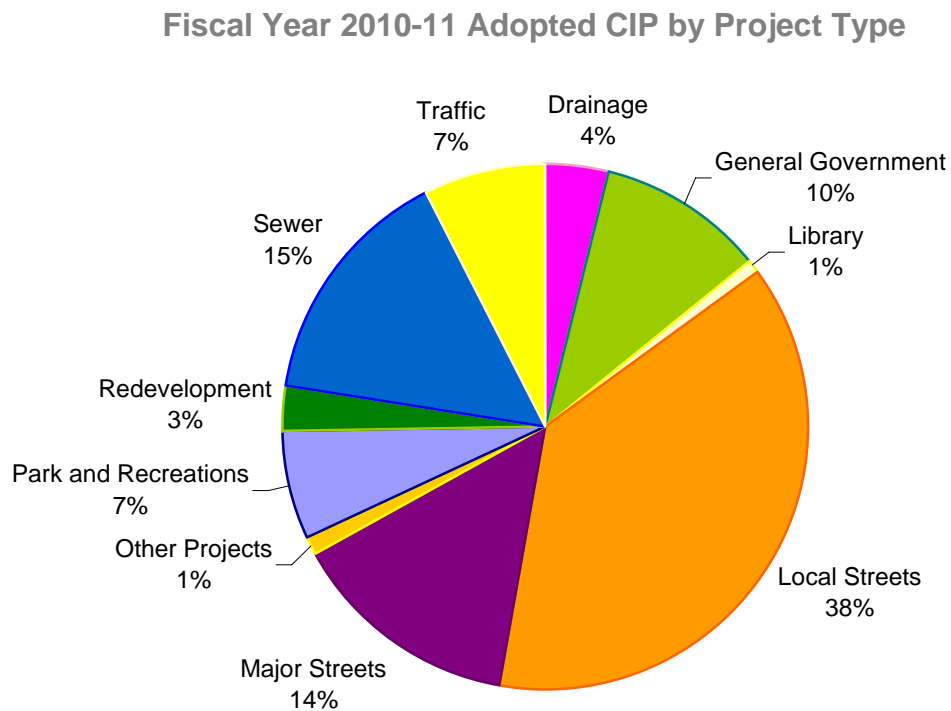
**Fiscal Year 2010-11 Adopted CIP by Funding Source**



The capital budget complements the operating budget by providing funding for major capital projects. The fiscal year 2010-11 CIP plan includes \$21.8 million in funding for new projects/programs. The majority of the funding recommended for City Council approval is for rehabilitation/improvement of existing assets. Of this amount, 52% is to be spent on local and major street projects. The General Government projects include an ARRA supported energy conservation effort for induction lighting.

It should be noted that the new appropriations of \$21.8 million does not include approximately \$1.3 million in reallocation of existing funds from prior years partially due to favorable bid prices and approximately \$10.5 million of existing appropriations (encumbrances) for projects in design or under construction that will carry over into fiscal year 2010-11.

The following chart provides an expenditure breakdown, by project type, totaling \$21.8 million of recommended appropriations:



## **REGIONAL PROJECTS**

The City of Chula Vista CIP includes funding for several studies related to regional projects. It does not include total costs of regional projects funded or led by other agencies such as SANDAG or CALTRANS. However, City staff often partners or gets involved in the delivery of these projects because they provide a direct benefit to the community and sustainable infrastructure. The following is a summary of various projects:

Bayshore Bikeway project - A multi-purpose bike path will be constructed by SANDAG along the Bayfront area of the City in fiscal year 2010-11. This project will construct a 9,100'-long (1.72-mile) bike path from H Street to Palomar Street, all located west of Bay Blvd and will allow cyclists, skaters, joggers and walkers an alternative route that parallels the roadway but is separated from the roadway. Construction is estimated at over \$1 million and is funded by regional and federal funds.

The South Bay Bus Rapid Transit (BRT) project – The BRT project is divided into two phases of implementation. Phase I is to design and build a 21-mile BRT line between the Otay Mesa Port of Entry and downtown San Diego via eastern Chula Vista, I-805 and SR-94. The project will include arterial "transit only" lanes, transit signal priority, special shoulder lanes for busses only on the freeway, and enhanced customer amenities. Phase I is planned to be in operation by late 2013 or early 2014. For Phase II, see I-805 Direct Access Ramps below.

Interstate-5 Multi-modal Corridor Study - In an effort to identify all transportation related improvements needed along, across and within the four-mile long Interstate-5 and rail corridor in Chula Vista, the City has combined efforts with Caltrans and SANDAG to undertake this planning level study in order to identify and prioritize needed transportation improvements that will improve mobility and goods movement within the study area bounded by SR-54 and Main Street. The study is funded by TransNet and Federal funds and will be completed in fiscal year 2010-11. Findings from this study will be incorporated into future regional plans and as individual projects into the WTDIF program and the CIP program.

I-805 Direct Access Ramp project - Phase II of the BRT project will include the addition of the I-805 managed lanes, a direct access ramp and transit station at East Palomar Street, and two on-line stations and park-and-ride lot at East H Street and Plaza Boulevard. Caltrans has completed the Project Study Report and will complete the environmental document in fiscal year 2010-11.

Pending construction availability funding, construction is tentatively scheduled for fiscal year 2012-13 with completion by fiscal year 2013-14.

I-805 Southbound Auxiliary Lane project – This project will provide an additional southbound freeway lane, additional auxiliary lane and other traffic operational improvements necessary to reduce congestion for southbound I-805 motorists between Sweetwater Road and East H Street. The \$14 million construction project is being lead by Caltrans and includes \$9 million in American Recovery and Reinvestment Act (ARRA) funds and \$5 million from the State Highway Operations and Protection Program (SHOPP). Construction commenced in October 2009 and construction completion is scheduled for fall 2010.



## CIP REVENUE SUMMARY

In the fiscal year 2010-11 Capital Improvement Program, there are a number of key funding sources; to follow is a brief description of the most programmed funding sources.

### **TRANSPORTATION SALES TAX**

Transportation Sales Tax (TransNet) funds are derived from sales tax revenues levied in San Diego County that are collected by the State specifically for use on transportation related projects in San Diego County. The regional metropolitan planning agency, San Diego Association of Governments (SANDAG), programs these funds to municipalities within San Diego County. Revenues vary from year-to-year, depending on the amount of sales tax available to the region and the number and costs of projects for which municipalities, local transit, and Caltrans request funding. The revenue approved for municipalities is based on the specific cost estimates that are required to be submitted as part of the annual request for funding.

In fiscal year 2010-11, Transportation Sales Tax budgets are \$3.1 million with approximately \$7 million of existing funding and projects carrying over from fiscal year 2009-10. A number of smaller traffic congestion improvement projects and transportation planning efforts are also funded from TransNet. The City continues to ensure that a minimum of 70% of its TransNet funds is allocated to congestion relief efforts. This limits the City's use of these funds for minor pavement rehabilitation efforts to a maximum 30% of the City's annual allocation. The City intends to explore the possibility of dedicating additional amounts to minor pavement efforts (projects with less than a one-inch thick overlay) with SANDAG in the future. In addition, it is anticipated as funding is received and allocated to individual projects, staff may also use available TransNet Cash to allocate to those projects as needed.

## **SEWER FACILITY REPLACEMENT FUND**

The Sewer Facility Replacement Fund is a fee based revenue source that all properties pay each month as part of their sewer bills. The funds can be utilized to replace, rehabilitate or upgrade existing sewer facilities. In fiscal year 2010-11, a total of \$1.9 million is funded. Among the projects receiving funding are the annual rehabilitation program (\$0.8 million) and Pump Station Rehabilitation at Corral Ct. and Hilltop (\$0.8 million) as well as the Sewer Maintenance Access Rehab/Installation Project (\$0.3 million). In addition, approximately \$8 million of existing funding and projects will carry over.

## **TRAFFIC SIGNAL FEE**

The Traffic Signal Fee is a trip based development impact fee that is charged with the issuance of building permits for new construction. The fee can be utilized for the installation and upgrade of traffic signals throughout the City. In fiscal year 2010-11, \$0.8 million will be funded (of which approximately half of that are reallocations from prior years). Traffic Signal Fees are down, as are all development related revenues, and the projects list for the fund has been re-prioritized. The projects receiving funding include but are not limited to: Traffic Signal Installations at various locations, Highway Safety Improvement Program Major Intersection, Modifications to Traffic Signal Left Turns, existing Traffic Signals and Equipment.

## **DEVELOPMENT IMPACT FEES**

The Eastern Area Transportation Development Impact Fee (TDIF) was established by Council in January 1988 and covers the Eastern Territories of Chula Vista. This \$230 million program consisting of approximately 70 transportation related improvement projects has helped finance improvements to the I-805 interchanges, major arterial roadways and needed traffic signals. It is recommended that development impact fee programs be updated at a minimum of every 5 years. The TDIF has been updated in 1993, 1999 and most recently in 2005. This planned update will be completed in fiscal year 2010-11. The fiscal year 2010-11 update will incorporate any land use changes adopted since year 2005, provide project costs for recently completed TDIF projects and provide updated estimates for several arterial roadways and bridge projects such as Heritage Road Bridge and the Willow Street Bridge. In addition, costs for two potential SR-125 interchanges at Rock Mountain Road (Main Street) and at Otay Valley Road near the university site are being studied at this time with Caltrans. The program's remaining number of building permits within the benefit area will also be updated.



The Western-TDIF was established in 2008 and covers the Bayfront, Northwest and Southwest areas of Chula Vista. This \$52 million program will help finance over 60 transportation projects such as the ultimate improvements for Interstate-5 interchanges, major arterial roadways, light rail trolley improvements and needed bicycle, pedestrian and traffic signal projects within the benefit area. The WTDIF is anticipated to be updated in fiscal year 2010-11 once the Bayfront land use changes are approved. There will be an updated list of facilities west of Interstate-5 as well as regional project updated information to be added. Per a regional rail grade-separation study conducted by SANDAG, the Palomar Street light rail trolley crossing ranks as a higher priority than the E Street & H Street rail crossings and therefore should be added to the WTDIF program.

### **PROPOSITION 1B HIGHWAY FUNDS**

In 2006-07, the voters of the state approved Proposition 1B. This proposition included funds to be provided to cities within the state for local roadway improvements. The initial allocation of \$3.6 million was spent on pavement rehabilitation projects this fiscal year. The second allocation of \$3.3 million was frozen by the State of California due to the State's financial crisis. In April 2010, the State released monthly installments for the fiscal year 2008-09 allocation of \$3.3 million. As a result \$3.3 million of previous Proposition 1B allocation will carry over into the upcoming fiscal year for pavement rehabilitation.

### **PROP 42 (TRAFFIC CONGESTION RELIEF FUND)**

Several years ago, the voters approved Proposition 42, which provided funding for cities to improve streets. The funds can only be utilized for street improvements and the City has utilized these funds to augment its annual pavement rehabilitation efforts. In fiscal year 2010-11, the budget is \$2.2 million. Since we have experienced a slight decrease in TransNet revenues, only \$2 million in Prop 42 funds has been budgeted in an effort to absorb fluctuations in the economy.

### **COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) FUNDS**

Each year, the City receives approximately \$1.9 million in CDBG funds. Of this amount, approximately \$1.1 million is available for capital improvement projects. The City of Chula Vista received Section 108 loan funds in June of 2008 for the Castle Park street improvement projects; the debt service on that loan is paid back from the City's annual allotment of CDBG funds. This reduces the amount of CDBG funds available for other capital projects to approximately \$0.3 - 0.5 million annually for the next ten years. In fiscal year 2010-11, these funds are programmed for Americans with Disabilities Act (ADA) Curb Ramp construction (\$0.3 million), Third Avenue Streetscape Improvements (additional \$0.4 million) and Lauderbach Facility and Park

Improvements (\$0.2 million). The City's ADA Annual Curb Ramp Program improves pedestrian accessibility and walkability for all citizens, in compliance with ADA requirements and standards. Ramps are constructed in priority order, from a Transition Plan of approximately 1,200 ramps approved by the City Council in 2005, and based primarily on proximity to public and transit services, public facilities, schools, and commercial facilities. Upon completion of the ramps identified in the Transition Plan, retrofits of existing, older ramps will be required to provide greater levels of accessibility.

### **MISCELLANEOUS GRANTS**

The City has applied for and been approved for various grants to fund Capital Improvement Projects. These grants include Highway Safety Improvement (HSIP) Program and SAFETEA-LU Funds. Cumulatively, the amount budgeted for fiscal year 2010-11 is approximately \$1.6 million (not including ARRA supported funds). In addition, the City continues to pursue American Recovery and Reinvestment Act (ARRA) Funds. The City was previously approved for \$3.36 million in ARRA funds via an exchange in TransNet funds through SANDAG and \$.5 million in CDBG-R (ARRA) funds. These funds were programmed in the fiscal year 2009-10 program for Pavement, Traffic Signal related projects and Third Avenue Streetscape. In fiscal year 2010-11, an ARRA-supported energy conservation effort for Induction Lighting is programmed for approximately \$2 million.

### **AMERICAN RECOVERY AND REINVESTMENT ACT FUNDS**

ARRA funding: As part of the President's economic recovery plan, the American Recovery and Reinvestment Act of 2009 was adopted in an effort to stimulate the economy by providing jobs for ready-to-go construction projects. To that end, the regional planning organization, SANDAG, and the local agencies submitted many projects that were eligible for Federal funding. In the end, it was decided that the most efficient way to expedite the Federal funds into regional projects was to approve a fund swap with ready-to-go freeway and light rail trolley projects that had already been federally approved. Secondly, these projects would allow the region to reallocate over \$50 million to the local agencies in the form of additional TransNet funds. This action was able to provide for the City of Chula Vista an additional \$3.6 million in TransNet funds that would not have ordinarily been available. The City used these funds for roadway pavement rehabilitation and traffic signal work.

Although originally anticipated at the end of fiscal year 2009-10, a second round of ARRA (redistribution of ARRA balances) nationwide is expected sometime in fiscal year 2010-11. The

City is continuing to keep communicating with Caltrans and SANDAG to keep up-to-date on this reallocation. On March 2, 2010, Council approved resolutions allowing the City to be able to accept approximately \$12 million in new ARRA funds for pavement rehabilitation should they be made available.

Transparency is an important component of ARRA. The Federal government has created a website to convey results and performance measurements to the public. Similarly, it will be important to keep our local residents apprised of the City's actions and results with ARRA funds. City staff has created a scorecard to track potential applications for ARRA funds, funds received, and performance with funds received. The scorecard and any related ARRA information will be maintained on the City's website.



## CIP EXPENDITURE SUMMARY

The fiscal year 2010-11 Capital Improvement Program (CIP) plan includes \$21.8 million in funding. Most of the available capital funding is dedicated to ongoing infrastructure rehabilitation projects. These include streets, sidewalks and sewers. In particular, street-related rehabilitation projects are predominant in this program. These projects occur on a citywide basis and are part of a comprehensive process that the City performs every year to assess the most cost efficient manner to preserve and rehabilitate the City's infrastructure.

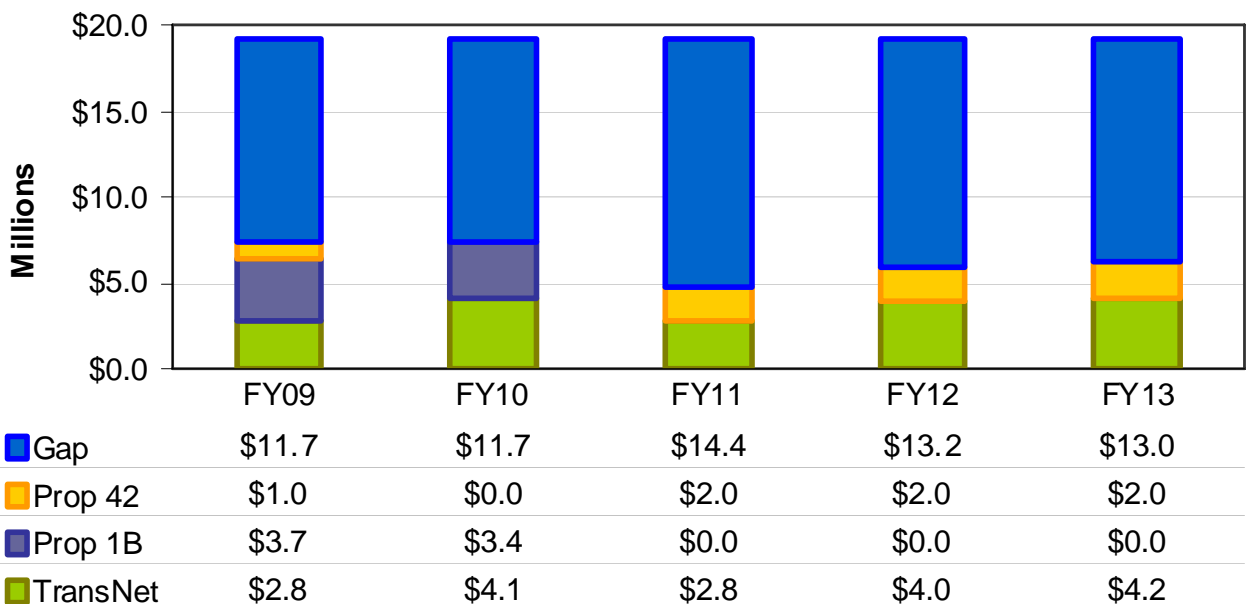
### **PAVEMENT**

The City utilizes a comprehensive pavement management system, which forms the basis for the development of current and future pavement rehabilitation projects. Since completion of the citywide pavement inspection and presentation of a Council workshop on pavement management in fiscal year 2006-07, the City has completed and begun construction on several contracts involving pavement preservation/rehabilitation. This includes pavement management and preservation/rehabilitation of approximately 355.114 lane miles of pavement at a total project cost of approximately \$15,129,200 as of December 4, 2009. The Pavement Condition Index (PCI) is currently at 73 in comparison to 75 in 2007. Staff anticipates the PCI will increase slightly in the next reporting period due to the number of pavement projects currently underway.

Council adopted Resolution 2007-080 on April 5, 2007, reaffirming Council's commitment to the implementation of a Pavement Management System which emphasizes maintenance efforts to preserve good pavement in contrast to a "worst first" strategy, which focuses on streets that require expensive treatments such as reconstruction. Several pavement preservation/rehabilitation projects are currently underway and will be completed in fiscal year 2010-11.

The adopted CIP includes funding inspection of all the City's public streets in the five year Capital Improvement Programs. These efforts should help to establish the effectiveness of the City's pavement rehabilitation efforts and the amount of deterioration of untreated streets. These streets include all the City's arterials and collectors, a selection of streets that were rehabilitated since the last inspection (primarily in 2006), and a random selection of residential streets.

Also in the April 2007 Workshop, the City's consultant presented a graph that estimated the amount of funds it would take to eliminate the City's pavement preservation backlog. The estimated amount was \$19.2 million per year over a 10-year period. Although the City had a large TransNet fund reserve to use for its pavement program over the past few years, there is a significant gap between the annual available pavement preservation revenue and the amount needed per year. The graph shows the revenue gap from fiscal year 2009 through fiscal year 2013. Limited duration funding, such as Proposition 1B and the ARRA Swap, were received during fiscal years 2009 and 2010. Total TransNet funds were less than anticipated during these years, and this trend may extend into the future. If the State borrows some regular funding sources, such as the Gas Tax, there will be more competition for limited TransNet funds.



With regard to other street rehabilitation efforts, the City continues to focus significant attention and resources on street improvements in western Chula Vista. A number of projects have been undertaken in the past several years, including over \$12 million of street rehabilitation projects, as well as significant sidewalk improvements. That effort will continue and will also include the formation of assessment districts on a number of streets in the Castle Park neighborhood. During

fiscal year 2007-08, the City successfully completed the process for obtaining a \$9.5 million loan from the US Department of Housing and Urban Development for street improvements in the Castle Park neighborhood. Those loan proceeds became available to the City in June of 2008 and will be paid back from the City's annual allotment of CDBG funds. Construction of First Avenue, between Naples Street and Palomar Street, and Glenhaven Way/Amy Street is complete and a number of street improvement projects are moving forward, including work on Oxford Street (Third Avenue to Alpine Avenue), Second Avenue (Naples Street to Palomar Street) and Naples Street (Third Avenue to Alpine). Future locations include Elm Ave (Naples Street to Oxford Street). Once these projects on the main streets in the neighborhood are completed, remaining funds will be utilized on local streets within the Castle Park neighborhood.

### **SEWER/STORM DRAINS**

The City continues to focus on its Annual Sewer Rehabilitation Program, which expends approximately \$1 to \$2 million annually for the replacement and rehabilitation of sewer pipes and manholes. The City also utilizes standardized evaluation and ranking criteria in televising and evaluating the condition of sewers in order to assure that the most critically impacted sewer infrastructure is replaced or rehabilitated first.

As previously mentioned, over the last several years the City has evaluated the condition of its storm drain facilities, which includes approximately 88,000 lineal feet of corrugated metal pipe (CMP) storm drain within the City limits. CMP storm drains have not been allowed for permanent use in the City of Chula Vista for over 20 years due to more rapid deterioration than other types of pipes, such as plastic and reinforced concrete pipes. The deteriorating CMP storm drains were categorized as Priorities 1 thru 4, as follows:

Priority	Time Replacement/Rehabilitation Needed (Year)	Lineal Feet of CMP
1	Immediately (2005)	2,342 ft
2	Within one year (2006)	24,293 ft
3	Within three years (2008)	13,207 ft
4	Within five years (2010)	4,269 ft
5	Inspect in five years (2010)	22,984 ft

Much of the CMP identified as Priority 1 has been rehabilitated. However, due to limited funding, priorities 2, 3 and 4 are being addressed on an as-needed basis, either after failure has occurred or when failure is imminent. The CIP Program seeks to find dedicated funding for this critical program; however, due to eligibility limitations and availability of such funds, it has been increasingly difficult to fund CMP replacement and rehabilitation work. A total of \$1.2 million in TransNet monies was previously appropriated in fiscal year 2009-10, which has funded approximately \$600,000 in

emergency drainage projects. The remaining funds will be used to address other storm drain failures until those funds are depleted.

## **CITY FACILITIES**

While this focus on infrastructure continues, the City has also engaged in a program for the construction of several facilities. Since 2002, the City has undertaken over \$63 million of new park and recreation facility construction. Mt. San Miguel Community Park is nearing completion and All Seasons Park is currently in construction. Over 160 acres of new parkland and 58,000 square feet of new recreation center space will have been added between 2002 and the end of fiscal year 2009-10. A state-of-the-art Auto Park sign along Main Street is nearing completion and the design of the Rancho Del Rey Library is complete and construction is planned to commence as soon as sufficient Public Facilities Development Impact Fees (PFDIF) are generated and/or library construction grant funding is secured. Given the economic conditions within the construction/development industry, as well as the competitive nature of library grants, it is not possible at this point in time to estimate a construction schedule.

In recent years, the City's energy conservation effort has seen several projects completed such as the Police Department Variable Speed Retrofit, Loma Verde Pool Solar covers, and Phase I Lighting Retrofit. In addition, several projects are currently underway including but not limited to the Municipal Solar Photovoltaic Systems and the Citywide Energy Lighting Retrofit (Phase 2). The fiscal year 2010-11 Program includes a \$2 million Induction Lighting – Residential Street Light project which will conserve energy and significantly reduce maintenance costs.

The total construction cost of building and park facilities over the last 15 years has exceeded \$100 million, which includes the completion of the renovations to the Civic Center Complex, various recreational facilities, new and renovated parks, new and renovated fire stations and other projects. The funding sources for these projects included Development Impact Fees (DIF), Residential Construction Tax (RCT), Redevelopment Funds (RDA), grants and the General Fund. With respect to the Civic Center, the project has been completed and fully occupied as of November 2008. The final component to the Civic Center project will be the construction of a new Fire Station No. 1.

## **LIBRARIES**

Included in the fiscal year 2010-11 program is the roof repair at South Chula Vista Library (\$160,000). Another major project is the construction of the Rancho del Rey Library, which will be one of four branch libraries serving the four corners of the City. The 31,129 square-foot facility will be a full-service library, with a capacity of up to 130,000 books, audio-visual materials and



newspapers and magazines. Besides some 28,000 items in Spanish, there will also be unique cultural heritage collections focusing on Filipino, Pan-Asian and Hispanic cultures in reflection of the community's diversity. The estimated cost of the project is \$19.1 million. The design of the library has been completed. Due to the slowdown in development activities, the fund balance of the PFDIF (which is responsible for 100% of the costs of the project) is not sufficient to move forward to construction. It is unknown when sufficient PFDIF revenues will be available to commence construction.

## PARKS

Adopted in the fiscal year 2010-11 program is \$840,000 in partial funding for the Orange Avenue Library Park site. The new multi-purpose park is proposed to be located behind the South Chula Vista Library. The total estimated cost for this project is \$2.5 million of which \$840,000 has been identified at this time. Staff has submitted a Statewide Park Grant for construction of this park. In May 2010, the City was notified that the grant application has met eligibility requirements and will proceed to the second review process. Grant awards are anticipated to occur in October of this year. Staff will return to Council with a project funding status as soon as the City receives notification from the State. Should the grant not be awarded, staff's report will include alternatives for funding and construction of this park.

Also included in the adopted CIP are improvements to the Lauderbach facility and park site. These improvements are necessary to upgrade the facility and improve safety in the park. This project includes an array of improvements such as the installation of security cameras to reduce the risk of crime, drug and alcohol abuse activity, electrical, lighting, access enhancements and exterior facade improvements.

Numerous major neighborhood parks, including Cottonwood Park, Heritage Park, Breezewood Park, Harvest Park and Santa Venetia Park in Otay Ranch and Sunset View Park in Eastlake Greens were completed. In fiscal year 2005-06, Harborside Park, the first new park in western Chula Vista in over 25 years and Mountain Hawk



Park in Eastlake Vistas were completed. In addition to these neighborhood parks, three large community parks were also opened to the public. These parks were Veterans Park, Salt Creek Park and Monteville Park. All three of these facilities included recreation centers. Several other neighborhood parks were completed in fiscal year 2006-07 including, Horizon Park and Winding Walk Park in Otay Ranch. The renovations of Otay Park (\$1.9 million) were completed in the spring of 2008. Also, the construction of Mt. San Miguel Park, a community park in San Miguel Ranch (\$7.0 million), is nearing completion. The new neighborhood park in Village 7 of Otay Ranch, named All Seasons Park, (\$2.9 million) is currently in construction and expected to be completed by the end of this calendar year. The remaining \$0.4 million will be appropriated in fiscal year 2010-11 as necessary to complete construction.

## **FIRE FACILITIES**

Included in the Eastern Urban Center (EUC) development is a proposed Fire Station. The City is currently negotiating a development agreement to offset the construction costs and operating costs for the EUC fire station. Fire Stations 1 and 5 are in need of replacement. Built in 1954, Fire Station 5 was part of the Montgomery Fire District. This station is 55 years old and in a state of deterioration. This fire station is far past its useful life, needing constant repair due to structural damage that has been brought on by age. Fire Station 5 is currently in need of a new roof and other major repairs. Fire Station 1 was built in 1948 and is 61 years old. This station also has structural damage due to its age and is in need of a new roof.

The Fire Department applied for ARRA funding to address the replacement of Fire Station 5, which met the eligibility criteria outlined in the ARRA guidelines. Unfortunately the City has received notice that the Fire Station will not receive funding at this time.

Fire Station 5 is recommended to be relocated to a larger site adjacent to the South Library. The relocation of Fire Station 5 to a larger site will allow the expansion of future service delivery to respond to growth needs. The Fire Facility Master Plan document is being updated to achieve fire and emergency medical service delivery within national public safety standards.

## **BAYFRONT PROJECTS**

Lastly, discussions continue regarding Bayfront Capital Improvement Projects<sup>1</sup>. It is anticipated that these projects will be programmed in future years:

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<sup>1</sup> Includes estimated design, project management and contingency

- Bayfront Sewer Lift Station - \$12.4 million
- Bayfront Fire Station North East corner of Bay Blvd and "J" Street - \$12 million
- Bayfront Park Improvements - \$6.68 million

## INFRASTRUCTURE PROJECTS



The infrastructure portion of the CIP budget contains significant funding for a variety of infrastructure improvements. As discussed above and elsewhere within the City's budget, a substantial amount of the funding is focused on infrastructure improvements in the western portion of the City and preservation of infrastructure citywide.

Over the past few years, City staff has presented a number of reports to the City Council with regard to the condition and capacity of existing infrastructure (i.e., pavement, corrugated metal pipe, storm drains, sewers, roadways, etc.) citywide, as well as the lack of sidewalks and other public improvements primarily within the western portion of the City, especially within the Montgomery Annexation area. Adequate funding is currently not available to build new infrastructure and maintain existing infrastructure. Therefore, the CIP strives to balance the need and desire to provide enhanced public facilities, while assuring that existing infrastructure is maintained and preserved in at least a minimally acceptable condition over the long-term.

With the adoption of the fiscal year 2004-05 budget, the City Council approved a financing plan for infrastructure improvements in western Chula Vista. This financing plan revolved around a two-pronged financing program. One element of the program was a \$9 million bond issue that would be repaid from the City's Residential Construction Tax (RCT) revenues over a period of 30 years. That financing was completed in late summer of 2004. This portion of the financing was earmarked for drainage and park improvements. With the receipt of those funds, work has been completed on a number of drainage projects in western Chula Vista. A total of \$4.7 million of the financing was dedicated to drainage improvements. The balance of these funds was utilized to construct Harborside Park (\$2.1 million), Otay Park renovations (\$1.9 million) and improvements to Lauderbach Park (\$.6 million).

The second portion of the financing is a \$9.5 million loan through the U.S. Department of Housing and Urban Development's (HUD) Section 108 loan program. The loan will be repaid through the

City's annual Community Development Block Grant (CDBG) entitlement from HUD and will be paid back over a period of ten years. The Section 108 loan is earmarked for street improvements in the Castle Park area. The City formally submitted its application for the loan in May of 2006 and the loan was approved in fiscal year 2006-07. The loan funds became available to the City in June of 2008. With the approval of the loan, work has commenced on the projects. The City Council directed that the main streets in the neighborhood proceed first. First Avenue and Glenhaven Way are complete, with Second Avenue moving forward. Oxford Street is in construction.

Other major efforts are the City's annual pavement management program that will be funded at a level of \$3.1 million. This effort is augmented by funds previously encumbered (approximately \$10.5 million are being carried over into the new fiscal year and contracts continue to be issued). In the coming years, the City will be seeking other revenue sources to try to maintain a similarly high level of reinvestment in our pavement citywide.

Also included in the budget is funding for new ADA accessible curb ramps (\$332,695), Traffic Signal Modification and Installations, Traffic Count Station and Maintenance, System Optimization and Safety Improvement Program (\$1.6 million), and Sewer rehabilitation, Improvements, pump station rehabilitation and capacity enhancements (\$3.2 million).

The City was the recipient of Highway Safety Improvement Program (HSIP) and SAFETEA-LU funds. The HSIP will fund Sidewalk Installation and Traffic Signal Modification at Fourth and G (\$0.5 million). The SAFETEA-LU funding will fund the Gunpowder Point Road Overlay – Access (\$0.5 million).

## **UNDER GROUNDING DISTRICTS**

The City currently has two undergrounding projects underway: Fourth Avenue from L Street to Orange Avenue and East L Street from Monserate Avenue to Nacion Avenue. The Fourth Avenue project is approximately \$6 million and is expected to be finalized in fiscal year 2010-11. The East L Street project is approximately \$3 million and as part of the project will replace and upgrade the overhead flashing warning beacons at the top of the East L Street hill. In an effort to contain undergrounding construction costs, the City of Chula Vista as well as several other local agencies have formed a Utility Undergrounding District subcommittee to meet and discuss policies and various other methods for controlling underground utility district costs so that additional conversion districts can be funded in the future. Future conversion districts may be established and constructed differently than how we have done previous districts.

**OTHER**

Several other projects are for redevelopment and upgrade/maintenance of information technologies specific to capital improvement projects. The projects include the Downtown Parking District Improvements (\$75,000), Storefront Renovation (\$175,000), Southwest Pilot Program (\$450,000) and upgrade/maintenance of AutoCAD, GIS Orthophotography/Topography and Global Position System (\$137,000). The Fuel Management System Citywide is also included in the fiscal year 2010-11 program.

More detailed project information is available in the Capital Improvement Program Adopted Budget Fiscal Year 2010-11 document.



# CAPITAL IMPROVEMENT BUDGET

## *Funding Summary by Project Type*

### DRAINAGE

		FY 2010-11 ADOPTED
<b>DR183</b>	Telegraph Canyon Drainage Study, First Avenue to Hilltop Drive	\$700,000
<b>DR187</b>	Box Culvert Repair, Bonita Road & Allen School Road	\$150,000
<b>DRAINAGE TOTAL</b>		<b>\$850,000</b>

### GENERAL GOVERNMENT

		FY 2010-11 ADOPTED
<b>GG183</b>	GIS-Orthophotography/Topography Project	\$20,000
<b>GG214</b>	Induction Lighting - Residential Street Lights	\$2,051,600
<b>GG216</b>	Fuel Management System	\$112,500
<b>GG217</b>	Transit Natural Gas Lateral Upsize at PWC	\$55,000
<b>GENERAL GOVERNMENT TOTAL</b>		<b>\$2,239,100</b>

### LIBRARY

		FY 2010-11 ADOPTED
<b>LB144</b>	South Chula Vista Library Roof	\$160,000
<b>LIBRARY TOTAL</b>		<b>\$160,000</b>

# CAPITAL IMPROVEMENT BUDGET

## *Funding Summary by Project Type*

### LOCAL STREETS

		FY 2010-11 ADOPTED
<b>STL323</b>	Pedestrian Master Plan	\$25,000
<b>STL337</b>	Bayshore Bikeway Segment 7 & 8	\$25,000
<b>STL342</b>	Second Avenue Improvements-Naples Street to Palomar Street	\$2,075,000
<b>STL346</b>	Pavement Minor Rehab FY09 FY10	\$282,000
<b>STL350</b>	Naples Street Impvts - Third Ave to Alpine Ave	\$900,000
<b>STL354</b>	Pavement Major Rehabilitation FY2009-10	\$125,000
<b>STL362</b>	Third Avenue Streetscape Improvements	\$780,000
<b>STL364</b>	Sidewalk installation along Naples St	\$322,100
<b>STL365</b>	Gunpowder Point Road Overlay (Access Road)	\$500,000
<b>STL366</b>	Moss Street Sidewalk Installation	\$75,000
<b>STL367</b>	Naples Street Sidewalk Installation	\$150,000
<b>STL368</b>	Oxford Street Sidewalk Installation	\$75,000
<b>STL369</b>	Palomar Street Sidewalk Installation	\$150,000
<b>STL370</b>	Sidewalk Installation, South Side of C Street, from 5th Ave to 350 ft w/o 4th Ave	\$152,400
<b>STL371</b>	Major Pavement Rehabilitation FY 2010-2011	\$1,267,530
<b>STL373</b>	Pavement Rehabilitation Prop 42 FY2010-2011	\$2,000,000
<b>STL374</b>	ADA Curb Ramps FY 2010-11	\$332,695
<b>LOCAL STREETS TOTAL</b>		<b>\$9,236,725</b>

### MAJOR STREETS

		FY 2010-11 ADOPTED
<b>STM355</b>	Otay Lakes Road Widening	\$1,500,000
<b>STM369</b>	Bikeway Facilities Gap Project	\$75,000
<b>STM370</b>	North Fourth Avenue Widening	\$280,000
<b>MAJOR STREETS TOTAL</b>		<b>\$1,855,000</b>



# CAPITAL IMPROVEMENT BUDGET

## *Funding Summary by Project Type*

### OTHER PROJECTS

		FY 2010-11 ADOPTED
<b>OP202</b>	CIP Advanced Planning	\$50,000
<b>OP206</b>	Automation - AutoCAD Upgrade	\$50,000
<b>OP212</b>	Downtown Parking District Improvements	\$75,000
<b>OP219</b>	Pavement Management System	\$250,000
<b>OP220</b>	Global Position Virtual Ref Station	\$25,000
<b>OTHER PROJECTS TOTAL</b>		<b>\$450,000</b>

### PARKS AND RECREATION

		FY 2010-11 ADOPTED
<b>PR279</b>	All Seasons Park	\$450,541
<b>PR311</b>	Orange Avenue Library Park Site	\$840,000
<b>PR312</b>	Lauderbach Facility and Park Improvements	\$182,824
<b>PARKS AND RECREATION TOTAL</b>		<b>\$1,473,365</b>

### REDEVELOPMENT

		FY 2010-11 ADOPTED
<b>RD241</b>	Storefront Renovation Program	\$175,000
<b>RD251</b>	Southwest Pilot Program	\$450,000
<b>REDEVELOPMENT TOTAL</b>		<b>\$625,000</b>

# CAPITAL IMPROVEMENT BUDGET

## *Funding Summary by Project Type*

### SEWER

		FY 2010-11 ADOPTED
<b>SW262</b>	Sewer Vermin Eradication Treatment	\$50,000
<b>SW263</b>	Anita St Sewer Improvements	\$500,000
<b>SW264</b>	Corral Ct Pump Station Rehabilitation	\$450,000
<b>SW265</b>	Industrial Blvd at Moss & K Sewer Improvements	\$100,000
<b>SW266</b>	Oxford Street Sewer Improvements	\$670,000
<b>SW267</b>	Sewer Maintenance (Access) Road Rehabilitation/Installation	\$300,000
<b>SW268</b>	Sewer Rehab FY 10/11	\$850,000
<b>SW269</b>	Hilltop Pump Station Rehabilitation	\$350,000
<b>SEWER TOTAL</b>		<b>\$3,270,000</b>

### TRAFFIC

		FY 2010-11 ADOPTED
<b>TF274</b>	Traffic Count Station and Maintenance	\$40,000
<b>TF316</b>	Traffic Signal Install - 2nd and Quintard	\$265,000
<b>TF321</b>	Citywide Traffic Count Program	\$50,000
<b>TF325</b>	Traffic Monitoring Program	\$100,000
<b>TF337</b>	Traffic Signal Left Turn Modification Program	\$100,000
<b>TF350</b>	Traffic Signal System Optimization	\$50,000
<b>TF360</b>	Highway Safety Impvt Program Maj Intrsct	\$300,000
<b>TF370</b>	Traffic Signal Installation at Albany Avenue and Orange Avenue	\$205,000
<b>TF373</b>	Traffic Signal Modification at the intersection of Fourth Avenue and "G" Street	\$304,700
<b>TF374</b>	Modification of existing traffic signals and equipment at two intersections: Third Avenue and "I" Street and Orange Ave and Palomar Street	\$200,000
<b>TRAFFIC TOTAL</b>		<b>\$1,614,700</b>

**GRAND TOTAL - ALL PROJECTS**

**\$21,773,890**



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## A D O P T E D   B U D G E T

### S U M M A R Y   T A B L E S

Fund Appropriations by Department and  
Expenditure Category

Schedule of Revenues

Fund Balance Projections

Schedule of Interfund Transfers

Authorized Positions by Department

FISCAL YEAR 2011





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**A D O P T E D   B U D G E T**  
**F I S C A L   Y E A R   2 0 1 0 - 1 1**

**FUND APPROPRIATIONS BY  
DEPARTMENT AND  
EXPENDITURE CATEGORY**

**SUMMARY TABLES**



# ADOPTED EXPENDITURES BY DEPARTMENT / CATEGORY

*Fiscal Year 2010 - 2011*

DEPT / FUND	PERSONNEL SERVICES	SUPPLIES & SERVICES	UTILITIES	OTHER EXPENSES	OPERATING CAPITAL	TRANSFERS OUT	CIP PROJECTS	NON-CIP PROJECTS	TOTAL FY2010-11
0110 City Council	1,114,316	86,402	1,290						1,202,008
0200 Boards and Commissions		14,736							14,736
0300 City Clerk	728,243	206,921	628						935,792
0400 City Attorney	1,750,127	418,805	1,447						2,170,379
0500 Administration	1,660,738	125,966	1,550						1,788,254
0600 ITS	2,415,537	664,535	58,781		88,500				3,227,353
0700 Human Resources	1,967,036	1,819,310	2,826						3,789,172
0800 Finance	3,023,057	183,871	2,841						3,209,769
0900 Non-Departmental	(1,472,082)	484,509		162,300		8,699,343	1,125,000		8,999,070
1000 General Svcs/Animal Care Facility	1,633,085	578,779	50,520	2,500					2,264,884
1200 Planning & Building Services	3,425,112	388,256	12,634	130,730					3,956,732
1400 Police	40,812,474	2,632,587	470,472	164,567					44,080,100
1500 Fire	20,089,061	1,720,928	192,309			52,226			22,054,524
1600 Public Works Operations	18,700,148	3,545,452	3,517,381	180,100					25,943,081
1700 Recreation	3,598,835	581,924	529,255	90,982					4,800,996
1800 Library	3,575,094	816,538	402,143	400					4,794,175
<b>100 GENERAL FUND TOTAL</b>	<b>103,020,779</b>	<b>14,269,519</b>	<b>5,244,077</b>	<b>731,579</b>	<b>88,500</b>	<b>8,751,569</b>	<b>1,125,000</b>		<b>133,231,023</b>
221 Gas Tax						3,869,200			3,869,200
225 Traffic Signal				15,000			840,000		855,000
227 Transp Sales Tax Fund						1,000,000	3,141,000		4,141,000
231 Workers Compensation		499,840		2,919,019					3,418,859
232 Flexible Spending Account	310,000								310,000
234 Fire Equipment Lease Fund						172,216			172,216
236 Development Services Fund	4,721,457	135,292	15,213	12,300		1,073,702			5,957,964
241 Parking Meter		218,400	20,461	114,000			75,000		427,861
245 Traffic Safety		34,000			222,000	534,140			790,140
251 Supp Law Enforcement Serv Fund	247,083	16,500							263,583
252 Police Dept Grants Fund	3,013,117	450,720		5,190	1,514,596				4,983,623
253 Inmate Welfare Fund		20,000							20,000
254 Local Law Enf Block Grant Pro		36,275				39,233			75,508
256 Asset Seizure		232,426			100,125	120,000			452,551
261 CA Library Services Act						25,000			25,000
267 McCandliss Memorial Cult Arts		400		1,200					1,600

# ADOPTED EXPENDITURES BY DEPARTMENT / CATEGORY

## *Fiscal Year 2010 - 2011*

DEPT / FUND	PERSONNEL SERVICES	SUPPLIES & SERVICES	UTILITIES	OTHER EXPENSES	OPERATING CAPITAL	TRANSFERS OUT	CIP PROJECTS	NON-CIP PROJECTS	TOTAL FY2010-11
272 Federal Grants Fund	65,171	119,852			59,202				244,225
274 Amer. Recovery & Reinvest. Act	739,619	1,589,126		463,034			2,051,600	120,000	4,963,379
281 Waste Mgmt & Recycling	31,987	67,325		6,250					105,562
282 Environmental Services	441,646	439,511	627	30,000	60,000	94,410			1,066,194
285 Energy Conservation	97,898	180,603		511,732					790,233
301 Storm Drain Revenue		261,850	769			290,463			553,082
311 CDBG Housing Program		41,400		66,600	400,000				508,000
313 CV Housing Authority	856,097	102,800	55			192,899			1,151,851
314 Emergency Shelter Grant Prog				4,400				83,621	88,021
317 Redev Low & Mod Income Housing		175,850	800	489,806	6,000	144,500		4,000,000	4,816,956
321 HOME Program		26,600		64,000		9,000			99,600
333 CDBG FY00		42,000		327,548		780,414	3,900,519	372,545	5,423,026
341 Public Liability Trust				1,800,000					1,800,000
342 CFD 11-M RHR McMillin		83,654	15,540	17,871					117,065
343 CFD 12-M Otay Ranch Village 7		388,409	138,203	88,798					615,410
344 CFD 13M OR Village 2		63,900	44,500	21,101					129,501
345 CFD 12M OR Village 7		314,682	154,320	77,161					546,163
352 Bay Blvd Landscape Dist		2,060	6,967	6,370					15,397
353 Eastlake Maintenance Dist 1		141,258	86,873	42,084					270,215
354 Open Space District #1		37,088	28,116	23,728					88,932
355 Open Space District #2		8,138	5,482	6,719					20,339
356 Open Space District #3		19,400	18,405	7,728					45,533
357 Open Space District #4		61,264	25,710	16,393					103,367
358 Open Space District #5		24,375	14,397	8,285					47,057
359 Open Space District #6		11,023	10,327	5,665					27,015
361 Open Space District #7		5,653	5,240	3,570					14,463
362 Open Space District #8		38,807	22,980	12,314					74,101
363 Open Space District #9		31,777	23,015	10,680					65,472
364 Open Space District #10		53,995	24,035	14,543					92,573
365 Open Space District #11		97,219	42,096	24,670					163,985
367 Open Space District #14		193,474	134,850	55,480					383,804
368 Open Space District #15		10,564	9,180	5,305					25,049
369 Open Space District #17		5,162	560	2,633					8,355
371 Open Space District #18		61,857	54,596	20,766					137,219



# ADOPTED EXPENDITURES BY DEPARTMENT / CATEGORY

*Fiscal Year 2010 - 2011*

DEPT / FUND	PERSONNEL SERVICES	SUPPLIES & SERVICES	UTILITIES	OTHER EXPENSES	OPERATING CAPITAL	TRANSFERS OUT	CIP PROJECTS	NON-CIP PROJECTS	TOTAL FY2010-11
372 Open Space District #20		906,319	335,610	194,799					1,436,728
373 Open Space District #23		41,231	8,960	8,530					58,721
374 Open Space District #24		12,768	11,395	5,017					29,180
375 Open Space District #26		4,731	3,331	2,711					10,773
376 Open Space District #31		57,609	52,811	19,087					129,507
378 CFD 07M-Eastlk II Woods, Vista		334,101	141,311	169,274					644,686
379 CFD 08M-Vlg 6 McM & Oty Ranch		505,950	270,093	202,076					978,119
380 CFD 09M-OR Vlg II Brookfld She		587,431	224,146	155,048					966,625
382 CFD 99-2 Otay Ranch Vlg 1 West		473,223	173,578	108,887					755,688
386 Otay Ranch Preserve		538,921		43,285					582,206
387 CFD 98-3 Sunbow 2		654,153	226,860	146,696					1,027,709
388 Community Facility Dst 97-1 OR		1,560,715	462,461	337,393					2,360,569
389 Otay Ranch Village 1,2,6,7,12		7,400	5,320	3,602					16,322
391 Central Garage Fund	927,279	2,972,818	1,125	400	108,000				4,009,622
391 Equipment Replacement		18,800			64,200				83,000
401 Bayfront Trolley Station TDA		55,672	20,328	26,679					102,679
402 Transit CVT	360,523	5,731,137	163,236	254,246		81,997			6,591,139
403 Transit Capital Projects							145,000		145,000
413 Trunk Sewer Capital Reserve							1,270,000		1,270,000
414 Sewer Service Revenue	4,089,766	20,240,738	5,868	6,831	221,000	3,114,583	121,300		27,800,086
428 Sewer Facility Replacement						150,000	1,950,000		2,100,000
431 Tele Cyn Sewer Basin DIF				35,000					35,000
432 Poggi Cyn Sewer Basin DIF				10,000					10,000
433 Salt Creek Sewer Basin DIF				74,091		250,000			324,091
441 1994 Pension Obligation Bond		2,500		2,635,172					2,637,672
442 CDBG Section 108 Loan				741,015					741,015
446 Notes Payable Adamo Property				49,556					49,556
449 SD Co Regional Comm Systems				295,734					295,734
450 2002 COP Police Facility Proj		5,000		3,908,146					3,913,146
451 Long-term Advances DSF-City				300,000					300,000
452 KS Fire Equipment Capl Lease				172,216					172,216
453 CEC Loan Repayment				194,000					194,000
471 2003 Refunding Cert of Part		4,500		1,049,880					1,054,380
472 2004 COP Civ Ctr Proj Phase I		5,000		2,391,218					2,396,218

# ADOPTED EXPENDITURES BY DEPARTMENT / CATEGORY

*Fiscal Year 2010 - 2011*

DEPT / FUND	PERSONNEL SERVICES	SUPPLIES & SERVICES	UTILITIES	OTHER EXPENSES	OPERATING CAPITAL	TRANSFERS OUT	CIP PROJECTS	NON-CIP PROJECTS	TOTAL FY2010-11
473 2006 COP Civ Ctr Proj Phase 2		6,000		1,271,389					1,277,389
474 2010 Refunding COP				841,940		8,505,576			9,347,516
516 Oxford St Ad 97-1 Improvement						3,826			3,826
517 AD2004-1 Dixon Drive						105,000			105,000
518 AD2005-1 Tobias Drive						17,000			17,000
542 Tele Cyn Drainage DIF							700,000		700,000
567 PFDIF-Adamo Prop Acquisition						49,556			49,556
574 Corporation Yard Relocation					83,450				83,450
587 Otay Ranch VLG Ped Ramp DIF				40,000					40,000
588 OR Vlg11 Pedestrian Bridge DIF				3,200					3,200
591 Transportation DIF		211,000		580,916			1,552,500		2,344,416
611 RDA Town Center I/Bayfront		333,850	400	851,690		3,595,747	420,000		5,201,687
651 So West/Twn Ctr II/Oty Vly Pri	637,002	262,150	100	1,250,241		17,710,512	575,000		20,435,005
653 RDA 2008 TARBS Project Fund						1,000,000			1,000,000
671 SW Proj Area Tax Agmt- SUHSD				263,662					263,662
672 SW Proj Area Tax Agmt-C.O.E.				37,195					37,195
673 SW Proj Tax Agmt-CV Elem SD				403,193					403,193
674 SW Proj Tax Agmt-SW CC Dist				71,024					71,024
675 SW Proj Tax Agmt-County SD				645,813					645,813
691 Long-term Advances DSF - RDA				1,200,000		8,012,152			9,212,152
693 05 Tax Rev Bnd A (CRA/ERAF Ln)				102,118					102,118
694 06 Tax Rev Bnd A (CRA/ERAF Ln)				125,995					125,995
695 06 Sr Tax Alloc Ref Bond Ser A		5,000		1,068,945					1,073,945
696 06 Sub Tax Alloc Ref Bond SerB		5,000		1,042,084					1,047,084
697 08 Tax Alloc Refunding Bonds		5,000		963,776					968,776
715 Park Land Acquisition Fund						10,236,499	450,541		10,687,040
716 Western-Park Acquisition & Dev				25,000	9,630,000				9,655,000
717 Resident. Construct/Conver Fnd						679,271			679,271
723 Bicycle Facilities Fund							114,300		114,300
736 Other Transportation Programs							1,060,130		1,060,130
739 Traffic Congestion Relief Fun						400,000	2,282,000		2,682,000
<b>GRAND TOTAL ALL FUNDS</b>	<b>119,559,424</b>	<b>56,162,765</b>	<b>8,254,327</b>	<b>32,362,292</b>	<b>12,557,073</b>	<b>71,008,465</b>	<b>21,773,890</b>	<b>4,576,166</b>	<b>326,254,402</b>



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**A D O P T E D   B U D G E T**  
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**SCHEDULE OF REVENUES**

**SUMMARY TABLES**



# SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2006-07 ACTUAL	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ESTIMATED
<b>100 GENERAL FUND</b>						
<u>Property Taxes</u>						
3000	Property Tax	26,667,759	29,306,623	29,258,925	25,311,485	24,073,147
	<b>TOTAL</b>	<b>\$26,667,759</b>	<b>\$29,306,623</b>	<b>\$29,258,925</b>	<b>\$25,311,485</b>	<b>\$24,073,147</b>
<u>Other Local Taxes</u>						
3010	Sales Tax	28,827,392	28,304,989	25,589,021	23,244,508	23,633,851
3020	Franchise Fees	8,813,064	9,662,517	9,379,964	8,446,505	7,652,012
3030	Utility Taxes	6,981,762	7,378,301	7,848,557	9,401,279	8,755,835
3040	Business License Tax	1,237,316	1,237,322	1,212,126	1,190,000	1,190,000
3050	Transient Occupancy Tax	2,551,570	2,697,286	2,302,412	1,940,930	1,940,930
3070	Real Property Transfer Tax	1,423,599	795,606	856,658	841,402	841,402
	<b>TOTAL</b>	<b>\$49,834,703</b>	<b>\$50,076,021</b>	<b>\$47,188,738</b>	<b>\$45,064,624</b>	<b>\$44,014,030</b>
<u>Licenses and Permits</u>						
3100	Licenses	129,833	123,393	134,892	125,213	132,600
3120	Dev / Improvement Permits	2,198,700	2,051,184	175,661	344,790	205,490
3140	Regulatory Permits	402,001	522,760	536,070	484,520	510,500
	<b>TOTAL</b>	<b>\$2,730,534</b>	<b>\$2,697,337</b>	<b>\$846,623</b>	<b>\$954,523</b>	<b>\$848,590</b>
<u>Fines, Forfeitures, Penalties</u>						
3200	Community Appearance Penalties	536,687	690,194	1,573,723	1,394,286	1,117,630
3210	Law Enforcement Penalties	261,611	299,199	313,611	286,814	357,850
3240	Parking Penalties	302,480	308,250	311,929	329,441	410,400
3250	Other Penalties	214,484	222,074	157,781	177,229	174,100
	<b>TOTAL</b>	<b>\$1,315,262</b>	<b>\$1,519,717</b>	<b>\$2,357,044</b>	<b>\$2,187,770</b>	<b>\$2,059,980</b>
<u>Use of Money &amp; Property</u>						
3300	Investment Earnings	769,851	1,255,159	2,852,131	100,364	4,687,183
3310	Sale of Real Property	0	154	4,430	0	0
3320	Sale of Personal Property	51,844	54,549	136,607	44,545	34,600
3330	Rental/Lease of Equipment	105,606	91,175	75,817	64,456	79,295
3350	Rental/Lease of Land and Space	949,143	961,262	943,956	962,404	996,794
3370	Rental/Lease of Buildings	478,860	544,874	548,546	674,196	564,513
	<b>TOTAL</b>	<b>\$2,355,304</b>	<b>\$2,907,173</b>	<b>\$4,561,487</b>	<b>\$1,845,965</b>	<b>\$6,362,385</b>

# SCHEDULE OF REVENUES

FUND/ACCOUNT	FY 2006-07 ACTUAL	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ESTIMATED
<b><u>Revenue from Other Agencies</u></b>					
3010 Sales Tax	779,959	757,366	674,296	690,717	690,717
3400 State Grants	347,927	1,329,998	733,099	446,000	501,000
3440 State Tax Sharing	278,746	288,071	278,548	271,488	255,000
3460 Motor Vehicle License Fees	17,676,035	19,796,531	19,904,630	17,716,642	16,933,500
3480 State Reimbursements	139,729	4,201	6,975	5,224	5,224
3500 Federal Grants	4,112,263	1,686,842	1,571,784	1,479,933	1,045,058
3580 Federal Reimbursements	115,352	65,394	35,121	64,100	64,100
3600 Other Agency Grants	148,733	401,298	51,573	32,199	24,199
3690 Other Agency Revenue	1,333,531	1,704,993	1,715,909	6,431	0
<b>TOTAL</b>	<b>\$24,932,275</b>	<b>\$26,034,694</b>	<b>\$24,971,935</b>	<b>\$20,712,734</b>	<b>\$19,518,798</b>
<b><u>Charges for Services</u></b>					
3700 Zoning Fees	8,391,778	6,196,145	933,869	1,026,886	1,094,193
3720 Document Fees	30,378	73,680	75,478	66,247	62,000
3730 Plan Checking Fees	1,907,116	1,429,625	87,581	166,359	118,700
3740 Inspection Fees	162,324	208,203	116,039	125,835	116,000
3770 Other Dev Fees	31,276	11,840	1,389	0	0
3800 Animal Shelter Contracts	257,120	683,392	763,867	805,100	806,600
3820 Information Systems Services	3,362	1,541	0	0	0
3830 Services to the Port District	690,963	675,378	706,439	728,579	757,798
3840 Youth Center Utilities Reimb	20,918	20,262	0	0	0
3900 Recreation Program Fees	1,157,313	1,011,959	1,006,952	926,008	988,795
3950 Class Admission Fees	558,680	530,402	570,028	476,276	349,547
3970 Referral Fees	359,849	347,876	347,891	377,096	377,096
4200 Staff Services Reimbursements	1,993,134	2,110,668	2,053,426	1,966,843	2,006,638
4300 Fees for Other Services	694,876	1,170,099	332,553	231,245	250,200
<b>TOTAL</b>	<b>\$16,259,087</b>	<b>\$14,471,070</b>	<b>\$6,995,512</b>	<b>\$6,896,474</b>	<b>\$6,927,567</b>
<b><u>Other Revenue</u></b>					
4410 DIF Reimbursements	1,334,226	840,313	483,056	205,818	287,818
4420 Transit Reimbursements	820,427	362,818	303,145	280,694	281,857
4430 Redev Agency Reimbursements	4,319,107	1,984,951	698,803	292,173	326,100
4440 Open Space/Assess Dist Reimb	1,783,469	2,067,069	2,103,770	1,993,562	1,999,296

# SCHEDULE OF REVENUES

FUND/ACCOUNT	FY 2006-07 ACTUAL	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ESTIMATED
4450 CIP Reimbursements	5,024,531	4,665,576	3,743,478	4,878,480	4,509,241
4460 CDBG/Home Reimbursements	1,275,441	1,053,480	639,833	317,919	18,000
4480 Other City Funds Reimbursement	1,760,684	1,567,531	3,164,283	2,575,405	2,243,313
4600 Assessments	3,695	3,694	0	0	0
4700 Collection Charges	220,912	256,155	436,993	267,827	250,000
4800 Sale of Goods	80,677	72,524	90,019	40,841	350
4900 Other Revenue	2,166,646	4,315,062	1,492,125	1,617,538	1,105,546
<b>TOTAL</b>	<b>\$18,789,815</b>	<b>\$17,189,173</b>	<b>\$13,155,505</b>	<b>\$12,470,256</b>	<b>\$11,021,521</b>
<b>Transfers In</b>					
5221 Tfr In from Gas Tax Fund	4,167,878	4,269,058	3,617,311	3,869,200	3,869,200
5227 Tfr In from TransNet	0	0	0	0	1,000,000
5236 Tfr In from Dev Services Fund	0	0	1,642,122	945,169	1,073,702
5245 Tfr In from Traffic Safety	513,600	534,144	534,140	534,140	534,140
5256 Tfr In from Asset Seizure Fund	134,341	0	120,000	120,000	120,000
5261 Tfr In from CA Library Service	70,670	29,110	25,000	25,000	25,000
5262 Tfr In from Public Library	128,454	2,000	0	0	0
5282 Tfr In from Environmental Serv	0	0	84,042	94,410	94,410
5294 Tfr In from Sewer Service Rsrv	9,056,172	0	0	0	0
5301 Tfr In from Storm Drain Rev	309,690	238,528	240,463	240,463	240,463
5313 Tfr in from CV Hsng Authority	0	0	158,740	192,899	192,899
5391 Tfr In from Central Garage	32,124	32,124	32,124	0	0
5393 Tfr In from Tech Repl Fund	0	0	0	7,382	0
5395 Tfr In from Central Stores	0	71,313	0	0	0
5402 Tfr In from Transit/CVT Fund	0	0	94,423	81,997	81,997
5414 Tfr In from Sewer Service Rsrv	0	4,560,008	3,416,993	3,092,318	3,089,583
5575 Tfr In from Lib East Territory	4,000,000	0	0	0	0
5651 Tfr In from SW/TCII/OV Proj	0	0	249,923	140,429	140,429
5691 Tfr In from LT Adv DSF-RDA	0	0	300,000	3,532,842	7,543,181
5733 Tfr In from Swr Facility Repl	267,053	0	0	0	0
5739 Tfr In from Prop 42	0	0	651,888	2,000,000	400,000
<b>TOTAL</b>	<b>\$18,679,982</b>	<b>\$9,736,285</b>	<b>\$11,167,169</b>	<b>\$14,876,249</b>	<b>\$18,405,004</b>
<b>TOTAL - 100 GENERAL FUND</b>	<b>\$161,564,721</b>	<b>\$153,938,093</b>	<b>\$140,502,938</b>	<b>\$130,320,080</b>	<b>\$133,231,022</b>

# SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2006-07 ACTUAL	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ESTIMATED
<b>220 TRANSPORTATION FUNDS</b>						
3010	Sales Tax	3,210,000	9,171,000	545,000	11,827,655	4,141,000
3300	Investment Earnings	875,065	1,082,504	588,702	0	0
3440	State Tax Sharing	4,075,451	4,036,861	3,721,666	3,742,716	3,683,540
3500	Federal Grants	67,657	238,500	0	0	0
3770	Other Dev Fees	683,742	499,457	247,828	250,000	250,000
4440	Open Space/Assess Dist Reimb	6,000	1,351	2,274	0	0
4450	CIP Reimbursements	5,517	0	0	0	0
4480	Other City Funds Reimbursement	0	0	90,287	0	0
<b>TOTAL - 220 TRANSPORTATION FUNDS</b>		<b>\$8,923,432</b>	<b>\$15,029,673</b>	<b>\$5,195,757</b>	<b>\$15,820,371</b>	<b>\$8,074,540</b>
<b>230 DEVELOPER DEPOSITS</b>						
3300	Investment Earnings	0	249,790	117,919	0	0
3760	Other Dev Fees	0	12,244,884	7,735,744	0	0
<b>TOTAL - 230 DEVELOPER DEPOSITS</b>		<b>\$0</b>	<b>\$12,494,674</b>	<b>\$7,853,663</b>	<b>\$0</b>	<b>\$0</b>
<b>231 WORKERS COMPENSATION</b>						
4480	Other City Funds Reimbursement	5,168	4,703	14,686	50,000	50,000
4900	Other Revenue	2,899,423	3,045,598	2,926,045	2,771,917	2,724,474
<b>TOTAL - 231 WORKERS COMPENSATION</b>		<b>\$2,904,591</b>	<b>\$3,050,301</b>	<b>\$2,940,731</b>	<b>\$2,821,917</b>	<b>\$2,774,474</b>
<b>232 FLEXIBLE SPENDING ACCOUNT</b>						
4900	Other Revenue	276,064	265,866	260,923	310,000	310,000
<b>TOTAL - 232 FLEXIBLE SPENDING ACCOUNT</b>		<b>\$276,064</b>	<b>\$265,866</b>	<b>\$260,923</b>	<b>\$310,000</b>	<b>\$310,000</b>
<b>233 TAX REVENUE ANTICIPATION NOTES</b>						
3300	Investment Earnings	0	5,408	539,603	0	0
4900	Other Revenue	0	127,586	293,750	0	0
<b>TOTAL - 233 TAX REVENUE ANTICIPATION NOTES</b>		<b>\$0</b>	<b>\$132,994</b>	<b>\$833,353</b>	<b>\$0</b>	<b>\$0</b>



# SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2006-07 ACTUAL	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ESTIMATED
<b>234 FIRE EQUIPMENT LEASE FUND</b>						
3690	Other Agency Revenue	0	0	0	172,216	172,216
<b>TOTAL - 234 FIRE EQUIPMENT LEASE FUND</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$172,216</b>	<b>\$172,216</b>
<b>236 DEVELOPMENT SERVICES</b>						
3120	Dev / Improvement Permits	0	0	1,141,111	1,048,472	1,045,740
3600	Other Agency Grants	0	0	2,304	0	0
3700	Zoning Fees	0	0	2,819,609	1,856,000	2,847,970
3720	Document Fees	0	0	3,136	1,412	1,650
3730	Plan Checking Fees	0	0	556,108	632,000	613,668
3740	Inspection Fees	0	0	156,818	55,274	55,274
3770	Other Dev Fees	0	0	1,704	2,650	2,650
4200	Staff Services Reimbursements	0	0	1,390	5,000	0
4410	DIF Reimbursements	0	0	164,302	40,565	94,780
4430	Redev Agency Reimbursements	0	0	184,368	211,220	200,000
4440	Open Space/Assess Dist Reimb	0	0	196,320	20,398	15,000
4450	CIP Reimbursements	0	0	1,381,838	325,438	345,664
4460	CDBG/Horne Reimbursements	0	0	128,696	23,048	0
4480	Other City Funds Reimbursement	0	0	408,733	232,201	247,141
4900	Other Revenue	0	0	8,156	0	0
5000	Transfers In	0	0	456,382	362,050	493,533
<b>TOTAL - 236 DEVELOPMENT SERVICES</b>		<b>\$0</b>	<b>\$0</b>	<b>\$7,610,975</b>	<b>\$4,815,728</b>	<b>\$5,963,070</b>
<b>240 PARKING</b>						
3160	Other Permits	24,729	23,209	39,593	38,000	30,000
3240	Parking Penalties	60,047	73,339	143,943	134,126	120,700
3300	Investment Earnings	9,575	11,051	7,314	0	0
3350	Rental/Lease of Land and Space	237,334	238,611	359,909	396,000	370,000
4390	In Lieu Parking - TC I	0	16,160	12,870	0	0
4450	CIP Reimbursements	0	0	170	0	0
<b>TOTAL - 240 PARKING</b>		<b>\$331,685</b>	<b>\$362,370</b>	<b>\$563,799</b>	<b>\$568,126</b>	<b>\$520,700</b>

# SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2006-07 ACTUAL	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ESTIMATED
<b>250 PUBLIC SAFETY</b>						
3210	Law Enforcement Penalties	842,214	1,056,790	798,029	534,140	534,140
3300	Investment Earnings	36,079	71,684	73,540	0	0
3320	Sale of Personal Property	0	0	10,566	0	0
3350	Rental/Lease of Land and Space	0	0	3,113	20,000	20,000
3400	State Grants	0	434,864	605,630	509,749	338,583
3500	Federal Grants	191,549	2,281,967	3,101,963	5,954,272	4,749,391
3690	Other Agency Revenue	234,461	415,807	471,369	220,125	220,125
4800	Sale of Goods	0	0	6,108	0	0
4900	Other Revenue	100,000	0	2,860	0	0
5000	Transfers In	0	0	0	63,944	39,233
<b>TOTAL - 250 PUBLIC SAFETY</b>		<b>\$1,404,303</b>	<b>\$4,261,112</b>	<b>\$5,073,178</b>	<b>\$7,302,230</b>	<b>\$5,901,472</b>
<b>260 LIBRARY/CULTURAL ARTS</b>						
3300	Investment Earnings	17,088	22,049	14,124	0	0
3400	State Grants	188,086	0	0	0	0
3440	State Tax Sharing	198,269	91,215	108,195	105,000	105,000
3500	Federal Grants	1,875	0	0	0	0
4900	Other Revenue	900	0	0	900	900
<b>TOTAL - 260 LIBRARY/CULTURAL ARTS</b>		<b>\$406,218</b>	<b>\$113,264</b>	<b>\$122,319</b>	<b>\$105,900</b>	<b>\$105,900</b>
<b>270 SUNDRY GRANTS</b>						
3300	Investment Earnings	(37)	0	0	0	0
3400	State Grants	324,533	1,342,385	319,020	140,000	0
3500	Federal Grants	129,560	237,957	198,322	5,707,192	4,838,606
4900	Other Revenue	0	23,824	0	0	0
5000	Transfers In	0	13,672	0	34,679	52,226
<b>TOTAL - 270 SUNDRY GRANTS</b>		<b>\$454,056</b>	<b>\$1,617,838</b>	<b>\$517,342</b>	<b>\$5,881,871</b>	<b>\$4,890,832</b>
<b>280 CONSERVATION</b>						
3300	Investment Earnings	1,387	0	3,946	0	0
3400	State Grants	(44,084)	311,556	216,467	390,362	105,593

# SCHEDULE OF REVENUES

FUND/ACCOUNT	FY 2006-07 ACTUAL	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ESTIMATED
3600 Other Agency Grants	211,620	932,951	1,237,213	1,914,805	790,233
3700 Zoning Fees	0	0	424	2,000	2,000
4300 Fees for Other Services	0	0	1,021,306	960,000	977,000
4480 Other City Funds Reimbursement	0	2,243	212,250	215,000	69,000
4900 Other Revenue	0	2,786	707,181	0	0
5000 Transfers In	0	0	0	59,740	0
<b>TOTAL - 280 CONSERVATION</b>	<b>\$168,923</b>	<b>\$1,249,536</b>	<b>\$3,398,787</b>	<b>\$3,541,907</b>	<b>\$1,943,826</b>
<b>301 STORM DRAIN REVENUE</b>					
3120 Dev / Improvement Permits	115,163	47,303	14,394	25,000	25,000
3230 Environmental Fines Penalties	9,300	21,700	18,645	0	5,000
3300 Investment Earnings	(1,095)	1,268	3,695	0	0
4020 Storm Drain Fees	548,360	570,070	574,883	500,000	575,000
<b>TOTAL - 301 STORM DRAIN REVENUE</b>	<b>\$671,728</b>	<b>\$640,341</b>	<b>\$611,617</b>	<b>\$525,000</b>	<b>\$605,000</b>
<b>310 HOUSING PROGRAM</b>					
3300 Investment Earnings	27,637	44,706	18,408	0	0
3700 Zoning Fees	0	32,367	2,260	0	0
4300 Fees for Other Services	58,897	63,083	42,104	63,442	71,000
4430 Redev Agency Reimbursements	0	352,934	347,870	630,000	544,431
4460 CDBG/Home Reimbursements	0	273,013	386,208	356,341	335,948
4480 Other City Funds Reimbursement	0	0	0	30,000	57,000
4900 Other Revenue	75	135,353	34,606	0	0
5000 Transfers In	1,124	0	158,740	273,172	192,899
<b>TOTAL - 310 HOUSING PROGRAM</b>	<b>\$87,733</b>	<b>\$901,456</b>	<b>\$990,196</b>	<b>\$1,352,955</b>	<b>\$1,201,278</b>
<b>320 COMM DEV BLOCK GRANTS</b>					
3300 Investment Earnings	10,611	16,714	12,665	0	0
3500 Federal Grants	4,206,564	4,354,211	3,326,360	3,870,965	3,143,647
4480 Other City Funds Reimbursement	1,053	0	0	0	0
4900 Other Revenue	0	9,508,942	11,329	0	0
5000 Transfers In	304,534	0	0	0	105,000

# SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2006-07 ACTUAL	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ESTIMATED
<b>TOTAL - 320 COMM DEV BLOCK GRANTS</b>		<b>\$4,522,762</b>	<b>\$13,879,867</b>	<b>\$3,350,354</b>	<b>\$3,870,965</b>	<b>\$3,248,647</b>
<b>341 PUBLIC LIABILITY TRUST</b>						
5000	Transfers In	0	0	0	1,800,000	1,800,000
<b>TOTAL - 341 PUBLIC LIABILITY TRUST</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,800,000</b>	<b>\$1,800,000</b>
<b>350 OPEN SPACE DISTRICT</b>						
3300	Investment Earnings	483,662	552,998	346,042	0	0
4450	CIP Reimbursements	0	29,880	840	0	0
4600	Assessments	7,022,578	7,541,213	7,769,935	11,866,649	11,987,848
<b>TOTAL - 350 OPEN SPACE DISTRICT</b>		<b>\$7,506,240</b>	<b>\$8,124,091</b>	<b>\$8,116,817</b>	<b>\$11,866,649</b>	<b>\$11,987,848</b>
<b>390 FLEET MANAGEMENT</b>						
3300	Investment Earnings	97,740	92,548	32,308	0	0
3320	Sale of Personal Property	0	0	0	50,000	50,000
4420	Transit Reimbursements	724,983	781,048	654,563	650,000	480,590
4480	Other City Funds Reimbursement	36,177	29,827	42,277	0	0
4900	Other Revenue	4,364,737	3,803,624	3,178,679	3,272,770	3,264,581
<b>TOTAL - 390 FLEET MANAGEMENT</b>		<b>\$5,223,637</b>	<b>\$4,707,047</b>	<b>\$3,907,827</b>	<b>\$3,972,770</b>	<b>\$3,795,171</b>
<b>393 TECHNOLOGY REPLACEMENT</b>						
3300	Investment Earnings	(2,026)	2,072	1,376	0	0
4900	Other Revenue	269,851	49,697	0	0	0
<b>TOTAL - 393 TECHNOLOGY REPLACEMENT</b>		<b>\$267,825</b>	<b>\$51,769</b>	<b>\$1,376</b>	<b>\$0</b>	<b>\$0</b>
<b>395 STORES INVENTORY</b>						
3300	Investment Earnings	2,331	2,174	0	0	0
4900	Other Revenue	121,963	109,951	0	0	0
<b>TOTAL - 395 STORES INVENTORY</b>		<b>\$124,294</b>	<b>\$112,125</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>400 TRANSIT</b>						
3300	Investment Earnings	167,735	184,751	92,328	0	0

# SCHEDULE OF REVENUES

FUND/ACCOUNT	FY 2006-07 ACTUAL	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ESTIMATED
3400 State Grants	3,677,603	5,303,878	3,390,228	1,738,349	1,674,790
3690 Other Agency Revenue	0	74,640	0	0	0
4300 Fees for Other Services	2,433,007	1,660,821	3,679,761	0	5,119,352
4900 Other Revenue	131,967	316,059	268,420	0	0
<b>TOTAL - 400 TRANSIT</b>	<b>\$6,410,312</b>	<b>\$7,540,149</b>	<b>\$7,430,737</b>	<b>\$1,738,349</b>	<b>\$6,794,142</b>
<b>410 SEWER</b>					
3120 Dev / Improvement Permits	0	0	0	0	40,000
3300 Investment Earnings	1,339,325	6,090,269	1,710,190	1,094,525	301,726
3700 Zoning Fees	0	13,239	25,192	30,880	18,500
4000 Sewer Fees	28,100,484	29,097,670	30,832,846	29,752,348	30,316,166
4020 Storm Drain Fees	0	13	0	0	0
4040 Industrial Waste Fees	7,775	7,900	7,475	0	0
4100 Pump Station Fees	20,307	36,563	36,488	0	0
4200 Staff Services Reimbursements	0	0	3,316	0	0
4410 DIF Reimbursements	0	21,967	35,053	0	0
4430 Redev Agency Reimbursements	0	3,049	282	0	0
4440 Open Space/Assess Dist Reimb	0	3,773	516	0	0
4450 CIP Reimbursements	113,524	64,491	76,387	100,000	15,000
4460 CDBG/Home Reimbursements	0	5,105	1,648	0	0
4480 Other City Funds Reimbursement	0	0	25,261	0	0
4600 Assessments	1,938	5,290	1,716	0	0
4700 Collection Charges	257,948	226,425	204,785	251,266	251,266
4900 Other Revenue	0	7,076	2,824,653	0	0
5000 Transfers In	755,579	174,258	597,573	174,258	150,000
<b>TOTAL - 410 SEWER</b>	<b>\$30,596,880</b>	<b>\$35,757,088</b>	<b>\$36,383,381</b>	<b>\$31,403,277</b>	<b>\$31,092,658</b>
<b>430 SEWER DIF</b>					
3300 Investment Earnings	414,878	465,134	287,793	0	0
4350 Sewer / Drainage DIF	556,160	539,136	232,430	120,000	120,000
<b>TOTAL - 430 SEWER DIF</b>	<b>\$971,038</b>	<b>\$1,004,270</b>	<b>\$520,223</b>	<b>\$120,000</b>	<b>\$120,000</b>

# SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2006-07 ACTUAL	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ESTIMATED
<b>440 DS - CITY</b>						
3300	Investment Earnings		8	96	0	0
5000	Transfers In	2,724,679	3,855,348	4,288,388	9,561,256	4,250,019
<b>TOTAL - 440 DS - CITY</b>		<b>\$2,724,739</b>	<b>\$3,855,356</b>	<b>\$4,288,484</b>	<b>\$9,561,256</b>	<b>\$4,250,019</b>
<b>470 DS - CV PUBLIC FINANCING AUTHORITY</b>						
3300	Investment Earnings	613,854	579,477	473,206	0	0
5000	Transfers In	9,500,218	9,904,895	9,363,488	10,412,178	13,682,131
<b>TOTAL - 470 DS - CV PUBLIC FINANCING AUTHORITY</b>		<b>\$10,114,072</b>	<b>\$10,484,372</b>	<b>\$9,836,694</b>	<b>\$10,412,178</b>	<b>\$13,682,131</b>
<b>500 ASSESS DIST IMPROVEMENTS</b>						
3300	Investment Earnings	95,694	103,734	72,241	0	0
4340	Transportation DIF	2	0	0	0	0
4600	Assessments	54,165	28,874	35,550	28,472	21,800
<b>TOTAL - 500 ASSESS DIST IMPROVEMENTS</b>		<b>\$149,861</b>	<b>\$132,608</b>	<b>\$107,791</b>	<b>\$28,472</b>	<b>\$21,800</b>
<b>542 TELEGRAPH CANYON DRAINAGE DIF</b>						
3300	Investment Earnings	259,977	278,120	191,197	0	0
4350	Sewer / Drainage DIF	537	0	537	0	0
<b>TOTAL - 542 TELEGRAPH CANYON DRAINAGE DIF</b>		<b>\$260,514</b>	<b>\$278,120</b>	<b>\$191,734</b>	<b>\$0</b>	<b>\$0</b>
<b>560 PUBLIC FACILITIES DIF</b>						
3300	Investment Earnings	990,861	32,258	(151,409)	0	0
4330	Public Facilities DIF	2,130,561	2,861,465	695,794	811,250	811,250
4450	CIP Reimbursements	53,279	0	0	0	0
4480	Other City Funds Reimbursement	0	1,337,031	1,293,028	0	0
4900	Other Revenue	795,036	0	581	0	0
5000	Transfers In	560,905	0	6,728,969	5,300,000	0
<b>TOTAL - 560 PUBLIC FACILITIES DIF</b>		<b>\$4,530,642</b>	<b>\$4,230,754</b>	<b>\$8,566,963</b>	<b>\$6,111,250</b>	<b>\$811,250</b>

# SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2006-07 ACTUAL	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ESTIMATED
<b>580 PEDESTRIAN BRIDGE DIF</b>						
3300	Investment Earnings	157,161	138,427	63,559	0	0
4380	OR Pedestrian Bridge DIF	262,696	271,292	45,536	90,000	90,000
<b>TOTAL - 580 PEDESTRIAN BRIDGE DIF</b>		<b>\$419,857</b>	<b>\$409,719</b>	<b>\$109,095</b>	<b>\$90,000</b>	<b>\$90,000</b>
<b>590 TRANSPORTATION DIF</b>						
3300	Investment Earnings	1,224,923	1,171,546	684,439	0	0
4340	Transportation DIF	719,921	471,713	259,259	750,000	750,000
5000	Transfers In	0	0	180,000	1,402,000	0
<b>TOTAL - 590 TRANSPORTATION DIF</b>		<b>\$1,944,844</b>	<b>\$1,643,259</b>	<b>\$1,123,698</b>	<b>\$2,152,000</b>	<b>\$750,000</b>
<b>600 REDEVELOPMENT AGENCY</b>						
3000	Property Tax	8,371,481	9,112,078	13,781,684	14,725,385	14,503,818
3300	Investment Earnings	849,307	623,400	258,293	25,000	15,000
3310	Sale of Real Property	88,088	41,604	0	0	9,630,000
3350	Rental/Lease of Land and Space	24,592	20,866	17,885	18,636	17,885
3700	Zoning Fees	0	2,542	0	0	0
4360	Bayfront Fine Arts Fee	0	25,000	0	0	0
4430	Redev Agency Reimbursements	0	1,793	0	0	0
4450	CIP Reimbursements	0	0	0	30,000	30,000
4480	Other City Funds Reimbursement	11,087	0	0	0	0
4900	Other Revenue	11,441	769,921	40,792	0	0
5000	Transfers In	75	0	6,905,068	7,548,474	4,369,734
<b>TOTAL - 600 REDEVELOPMENT AGENCY</b>		<b>\$9,356,071</b>	<b>\$10,597,204</b>	<b>\$21,003,722</b>	<b>\$22,347,495</b>	<b>\$28,566,437</b>
<b>670 SW TAX AGREEMENT</b>						
3000	Property Tax	1,237,035	1,363,173	0	0	0
3300	Investment Earnings	56,789	85,569	54,207	0	0
5000	Transfers In	0	0	0	0	1,400,437
<b>TOTAL - 670 SW TAX AGREEMENT</b>		<b>\$1,293,824</b>	<b>\$1,448,742</b>	<b>\$54,207</b>	<b>\$0</b>	<b>\$1,400,437</b>

# SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2006-07 ACTUAL	FY 2007-08 ACTUAL	FY 2008-09 ACTUAL	FY 2009-10 PROJECTED	FY 2010-11 ESTIMATED
<b>680 DEBT SERV - REDEV AGENCY</b>						
3000	Property Tax	2,327,101	3,318,076	0	0	0
3300	Investment Earnings	386,439	390,882	245,230	0	0
4480	Other City Funds Reimbursement	257,507	7,665	481	0	0
4900	Other Revenue	25,803,125	0	21,625,000	0	0
5000	Transfers In	21,373,448	1,492,586	13,236,341	6,029,423	15,814,750
<b>TOTAL - 680 DEBT SERV - REDEV AGENCY</b>		<b>\$50,147,620</b>	<b>\$5,209,209</b>	<b>\$35,107,052</b>	<b>\$6,029,423</b>	<b>\$15,814,750</b>
<b>700 MISC CAPITAL PROJECTS</b>						
3060	Residential Construction Tax	393,650	151,325	43,649	50,000	90,000
3300	Investment Earnings	2,688,192	2,146,264	1,311,340	0	0
4370	Park Acquisition & Develop Fee	7,980,398	1,468,781	515,677	500,000	500,000
4900	Other Revenue	37,596	0	0	0	0
5000	Transfers In	0	1,102,129	0	60,000	10,253,499
<b>TOTAL - 700 MISC CAPITAL PROJECTS</b>		<b>\$11,099,836</b>	<b>\$4,868,499</b>	<b>\$1,870,666</b>	<b>\$610,000</b>	<b>\$10,843,499</b>
<b>730 OTHER TRANSPORTATION PROGRAMS</b>						
3300	Investment Earnings	415,642	115,623	227,103	0	0
3400	State Grants	2,108,082	4,047,734	940,726	11,219,355	3,742,130
3500	Federal Grants	23,837	205,145	1,107,820	633,286	0
3600	Other Agency Grants	0	39,661	121,833	444,340	114,300
4480	Other City Funds Reimbursement	59,662	2,769	0	0	0
4900	Other Revenue	8,290	0	0	0	0
5000	Transfers In	0	0	0	1,429	0
<b>TOTAL - 730 OTHER TRANSPORTATION PROGRAMS</b>		<b>\$2,615,513</b>	<b>\$4,410,932</b>	<b>\$2,397,482</b>	<b>\$12,298,410</b>	<b>\$3,856,430</b>
<b>GRAND TOTAL ALL FUNDS</b>		<b>\$327,473,835</b>	<b>\$312,802,698</b>	<b>\$320,843,881</b>	<b>\$297,950,795</b>	<b>\$304,619,549</b>

Note: During fiscal years 2007-08 through 2009-10 the City transitioned the budgeting of staff that is fully funded by other funds out of the General Fund to their respective funding sources. This transition included moving staff from the General Fund to the following funds: Wastewater, Redevelopment, Housing, Development Services, and Environmental Services. This budgeting change complicates comparisons of prior year revenues.





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**A D O P T E D   B U D G E T**  
**F I S C A L   Y E A R   2 0 1 0 - 1 1**

**FUND BALANCE  
PROJECTIONS**

**SUMMARY TABLES**



# FUND BALANCE PROJECTIONS

FUND	DESCRIPTION	EST AVAIL 06/30/2010 FUND BAL	ESTIMATED REVENUES	ESTIMATED TOTAL RESOURCES	ESTIMATED OP EXP/ TFERS OUT	ADOPTED CIP/NON- CIP	EST AVAIL 06/30/2011 FUND BAL
<b>GENERAL FUND</b>							
100	General Fund	9,336,805	133,231,022	142,567,827	(132,106,023)	(1,125,000)	9,336,804
236	Development Services Fund	(777,450)	5,963,070	5,185,620	(5,957,964)		(772,344)
<b>TOTAL - GENERAL FUND</b>		<b>8,559,355</b>	<b>139,194,092</b>	<b>147,753,447</b>	<b>(138,063,987)</b>	<b>(1,125,000)</b>	<b>8,564,460</b>

## REDEVELOPMENT AGENCY & HOUSING AUTHORITY

### Tax Agreement and Debt Service Funds

691	Long-term Advances DSF - RDA	(32,354,490)	12,598,971	(19,755,519)	(9,212,152)		(28,967,671)
693-694	ERAF Bonds FY05 and FY06	166,061	228,114	394,175	(228,113)		166,062
695-696	06 Refunding Tax Allocation Bonds (A & B)	2,623,816	2,019,029	4,642,845	(2,121,029)		2,521,816
697	08 Tax Allocation Refunding Bonds	2,057,190	968,636	3,025,826	(968,776)		2,057,050
<b>TOTAL</b>		<b>(27,507,423)</b>	<b>15,814,750</b>	<b>(11,692,673)</b>	<b>(12,530,070)</b>		<b>(24,222,743)</b>

### Redevelopment Project Area Funds

317	RDA Low & Mod Income Housing	11,337,631	2,918,648	14,256,279	(816,956)	(4,000,000)	9,439,323
611	Redev Bayfront/Town Centre I	(934,919)	5,201,688	4,266,769	(4,781,687)	(420,000)	(934,918)
641	Redev Fine Arts	31,899		31,899			31,899
651	So West/Twn Ctr II/Oty Vly	1,688,853	20,446,101	22,134,954	(19,860,005)	(575,000)	1,699,949
653	RDA 2008 TARBs Project Fund	2,943,947		2,943,947	(1,000,000)		1,943,947
671-675	SW Proj Acrea Taxing Agreement	909,126	1,400,437	2,309,563	(1,420,887)		888,676
<b>TOTAL</b>		<b>15,976,537</b>	<b>29,966,874</b>	<b>45,943,411</b>	<b>(27,879,535)</b>	<b>(4,995,000)</b>	<b>13,068,876</b>

### Housing Funds

313	CV Housing Authority	357,329	1,201,278	1,558,607	(1,151,851)		406,756
<b>TOTAL</b>		<b>357,329</b>	<b>1,201,278</b>	<b>1,558,607</b>	<b>(1,151,851)</b>		<b>406,756</b>

# FUND BALANCE PROJECTIONS

FUND	DESCRIPTION	EST AVAIL 06/30/2010 FUND BAL	ESTIMATED REVENUES	ESTIMATED TOTAL RESOURCES	ESTIMATED OP EXP/ TFRS OUT	ADOPTED CIP/NON- CIP	EST AVAIL 06/30/2011 FUND BAL
<b>ENTERPRISE FUNDS</b>							
<u>Transit Funds</u>							
401	Bayfront Trolley Station TDA	0	102,679	102,679	(102,679)		0
402	Transit CVT	293,297	6,601,463	6,894,760	(6,591,139)		303,621
403	Transit Capital Projects	133,821	90,000	223,821		(145,000)	78,821
	<b>TOTAL</b>	<b>427,118</b>	<b>6,794,142</b>	<b>7,221,260</b>	<b>(6,693,818)</b>	<b>(145,000)</b>	<b>382,442</b>
<u>Sewer Funds</u>							
411	Sewer Income	1,921,659		1,921,659			1,921,659
412	Special Sewer	436,754		436,754			436,754
413	Trunk Sewer Capital Reserve	36,733,256	1,250,000	37,983,256		(1,270,000)	36,713,256
414	Sewer Service Revenue	10,784,755	28,385,932	39,170,687	(27,678,786)	(121,300)	11,370,601
428	Sewer Facility Replacement	3,012,602	1,456,726	4,469,328	(150,000)	(1,950,000)	2,369,328
431	Tel Cyn Sewer Basin Plan DIF	1,034,450		1,034,450	(35,000)		999,450
432	Poggi Cyn Sewer Basin DIF	1,414,190	20,000	1,434,190	(10,000)		1,424,190
433	Salt Creek Sewer Basin DIF	293,194	100,000	393,194	(324,091)		69,103
	<b>TOTAL</b>	<b>55,630,860</b>	<b>31,212,658</b>	<b>86,843,518</b>	<b>(28,197,877)</b>	<b>(3,341,300)</b>	<b>55,304,341</b>
<b>TOTAL - ENTERPRISE FUNDS</b>		<b>56,057,978</b>	<b>38,006,800</b>	<b>94,064,778</b>	<b>(34,891,695)</b>	<b>(3,486,300)</b>	<b>55,686,783</b>

<b>SPECIAL REVENUE FUNDS</b>							
<u>Transportation Funds</u>							
221	Gas Tax	344,199	3,683,540	4,027,739	(3,869,200)		158,539
225	Traffic Signal	1,429,322	250,000	1,679,322	(15,000)	(840,000)	824,322
227	Transportation Sales Tax	1,799,513	4,141,000	5,940,513	(1,000,000)	(3,141,000)	1,799,513
	<b>TOTAL</b>	<b>3,573,034</b>	<b>8,074,540</b>	<b>11,647,574</b>	<b>(4,884,200)</b>	<b>(3,981,000)</b>	<b>2,782,374</b>
<u>Parking Funds</u>							
241	Parking Meter	116,348	520,700	637,048	(352,861)	(75,000)	209,187
243	Town Centre I-Parking District	38,482		38,482			38,482
	<b>TOTAL</b>	<b>154,830</b>	<b>520,700</b>	<b>675,530</b>	<b>(352,861)</b>	<b>(75,000)</b>	<b>247,669</b>

# FUND BALANCE PROJECTIONS

FUND	DESCRIPTION	EST AVAIL 06/30/2010 FUND BAL	ESTIMATED REVENUES	ESTIMATED TOTAL RESOURCES	ESTIMATED OP EXP/ TFRS OUT	ADOPTED CIP/NON- CIP	EST AVAIL 06/30/2011 FUND BAL
<b><u>Public Safety Funds</u></b>							
245	Traffic Safety	562,941	534,140	1,097,081	(790,140)		306,941
251	Suppl Law Enforcement Services	215,760	243,583	459,343	(263,583)		195,760
252	Police Department Grants	135,560	4,883,624	5,019,184	(4,983,623)		35,561
253	Inmate Welfare Fund	63,193	20,000	83,193	(20,000)		63,193
254	Local Law Enf Block Grant	88,601		88,601	(75,508)		13,093
256	Asset Seizure	761,251	220,125	981,376	(452,551)		528,825
	<b>TOTAL</b>	<b>1,827,306</b>	<b>5,901,472</b>	<b>7,728,778</b>	<b>(6,585,405)</b>		<b>1,143,373</b>
<b><u>Library and Cultural Arts Funds</u></b>							
261	California Library Service Act	94,497	105,000	199,497	(25,000)		174,497
262	Public Library Act	1,027		1,027			1,027
267	McCandliss Cultural Arts	13,952	900	14,852	(1,600)		13,252
	<b>TOTAL</b>	<b>109,476</b>	<b>105,900</b>	<b>215,376</b>	<b>(26,600)</b>		<b>188,776</b>
<b><u>Sundry Grant Funds</u></b>							
268	State Recreation Grants	(125,464)		(125,464)			<b>(125,464)</b>
272	Federal Grants Fund	0	244,225	244,225	(244,225)		0
274	ARRA Fund	491,754	4,646,607	5,138,361	(2,791,779)	(2,171,600)	174,982
	<b>TOTAL</b>	<b>366,290</b>	<b>4,890,832</b>	<b>5,257,122</b>	<b>(3,036,004)</b>	<b>(2,171,600)</b>	<b>49,518</b>
<b><u>Conservation Funds</u></b>							
281	Waste Management & Recycling	0	105,593	105,593	(105,562)		31
282	Environmental Services Fund	458,352	1,048,000	1,506,352	(1,066,194)		440,158
285	Energy Conservation	0	790,233	790,233	(790,233)		0
	<b>TOTAL</b>	<b>458,352</b>	<b>1,943,826</b>	<b>2,402,178</b>	<b>(1,961,989)</b>		<b>440,189</b>

# FUND BALANCE PROJECTIONS

FUND	DESCRIPTION	EST AVAIL 06/30/2010 FUND BAL	ESTIMATED REVENUES	ESTIMATED RESOURCES	ESTIMATED OP EXP/ TFRS OUT	ADOPTED CIP/NON- CIP	EST AVAIL 06/30/2011 FUND BAL
<b><u>Community Development Block Grant</u></b>							
311	CDBG Housing Program	35,325	508,000	543,325	(508,000)		35,325
314	Emergency Shelter Grant Prog	2,649	88,021	90,670	(4,400)	(83,621)	2,649
321	Home Program	0	99,600	99,600	(99,600)		0
325	CDBG Program - Income Projects	51,135		51,135			51,135
333	FY2000 Comm Dev Block Grant	2,905,595	2,553,026	5,458,621	(1,149,962)	(4,273,064)	35,595
	<b>TOTAL</b>	<b>2,994,704</b>	<b>3,248,647</b>	<b>6,243,351</b>	<b>(1,761,962)</b>	<b>(4,356,685)</b>	<b>124,704</b>
<b><u>Open Space District Funds</u></b>							
342	CFD 11-M RHR McMillin	37,733	117,065	154,798	(117,065)		37,733
343	CFD 12-M Vlg7	698,245	615,410	1,313,654	(615,410)		698,244
344	CFD 13-M Vlg2	61,605	129,501	191,106	(129,501)		61,605
345	CFD 12M - OR Village 7	536,145	546,163	1,082,308	(546,163)		536,145
351	Town Centre Landscaping Dist I	24,114		24,114			24,114
352	Bay Blvd Landscaping Dist	41,267	15,397	56,664	(15,397)		41,267
353	Eastlake Maintenance Dist #1	422,719	270,215	692,934	(270,215)		422,719
354-376	Open Space District #1 - #31	3,457,848	2,962,173	6,420,021	(2,962,173)		3,457,848
378	CFD 07M-Eastlk II Woods, Vista	478,032	644,686	1,122,718	(644,686)		478,032
379	CFD 08M-Vlg 6 McM & Oty Ranch	550,949	978,119	1,529,068	(978,119)		550,949
380	CFD 09M OR Vlg II	667,469	966,625	1,634,094	(966,625)		667,469
382	CFD 99-2 Otay Ranch Vlg 1 We	571,391	755,688	1,327,079	(755,688)		571,391
383	Town Ctr Business Imprv Distr	10,962		10,962			10,962
386	Otay Ranch Acquisition Dist	124,729	582,206	706,935	(582,206)		124,729
387	CFD 98-3 Sunbow 2	341,582	1,027,709	1,369,291	(1,027,709)		341,582
388	Comm Facility 97-1 (Otay Rnch)	588,092	2,360,569	2,948,661	(2,360,569)		588,092
389	Otay Ranch Village 1,2,6,7,12	37,518	16,322	53,840	(16,322)		37,518
	<b>TOTAL</b>	<b>8,650,400</b>	<b>11,987,848</b>	<b>20,638,247</b>	<b>(11,987,848)</b>		<b>8,650,399</b>
301	Storm Drain Revenue	(24,471)	605,000	580,529	(553,082)		27,447

# FUND BALANCE PROJECTIONS

FUND	DESCRIPTION	EST AVAIL 06/30/2010 FUND BAL	ESTIMATED REVENUES	ESTIMATED TOTAL RESOURCES	ESTIMATED OP EXP/ TFRS OUT	ADOPTED CIP/NON- CIP	EST AVAIL 06/30/2011 FUND BAL
<b>INTERNAL SERVICE FUNDS</b>							
231	Workers Compensation	1,672,989	2,774,474	4,447,463	(3,418,859)		1,028,604
232	Flexible Spending Account	(16,721)	310,000	293,279	(310,000)		(16,721)
234	Fire Equipment Lease Fund	0	172,216	172,216	(172,216)		0
341	Public Liability Trust	40,800	1,800,000	1,840,800	(1,800,000)		40,800
391	Central Garage	854,103	3,795,171	4,649,274	(4,092,622)		556,652
393	Technology Replacement	10,236		10,236			10,236
<b>TOTAL - INTERNAL SERVICE FUNDS</b>		<b>2,561,407</b>	<b>8,851,861</b>	<b>11,413,268</b>	<b>(9,793,697)</b>		<b>1,619,571</b>

## CAPITAL PROJECTS FUNDS

<b>Assessment District Funds</b>							
507	Otay Valley Rd AD 90-2 Improv	94,207		94,207			94,207
511	Otay Vly Rd Fee Recovery Dist	884,987		884,987			884,987
512	EL Greens II AD 94-1 Improv	1,096,463		1,096,463			1,096,463
515	Twin Oaks Ave AD 96-1 Improv	14,261		14,261			14,261
516	Oxford St AD 97-1 Improv	6,969	2,043	9,012	(3,826)		5,186
517	AD2004-1 Dixon Drive	103,525	10,070	113,595	(105,000)		8,595
518	AD2005-1 Tobias Drive	15,021	9,687	24,708	(17,000)		7,708
<b>TOTAL</b>		<b>2,215,433</b>	<b>21,800</b>	<b>2,237,233</b>	<b>(125,826)</b>		<b>2,111,407</b>
<b>Development Impact Fee Funds</b>							
542	Tel Cyn Drainage Plan DIF	3,325,570		3,325,570	(700,000)		2,625,570
567-582	DIF - Public Facilities	48,489	811,250	859,739	(133,006)		726,733
587	DIF-OR Village Pedestrian Ramp	0	40,000	40,000	(40,000)		0
588	OR Vig11 Pedestrian Bridge DIF	2,239,147	50,000	2,289,147	(3,200)		2,285,947
591	Transportation DIF	8,812,518	750,000	9,562,518	(791,916)	(1,552,500)	7,218,102
593	Western Transportation DIF Fund	60,387		60,387			60,387
<b>TOTAL</b>		<b>14,486,111</b>	<b>1,651,250</b>	<b>16,137,361</b>	<b>(968,122)</b>	<b>(2,252,500)</b>	<b>12,916,739</b>

# FUND BALANCE PROJECTIONS

FUND	DESCRIPTION	EST AVAIL 06/30/2010 FUND BAL	ESTIMATED REVENUES	ESTIMATED TOTAL RESOURCES	ESTIMATED OP EXP/ TFRS OUT	ADOPTED CIP/NON- CIP	EST AVAIL 06/30/2011 FUND BAL
<b><u>Misc Capital Project Funds</u></b>							
715	PAD Fund - Eastern	28,530,530	475,000	29,005,530	(10,236,499)	(450,541)	18,318,490
716	PAD Fund - Western	0	10,261,499	10,261,499	(9,655,000)		606,499
717	Resid. Construction/Conversion	724,612	107,000	831,612	(679,271)		152,341
725	Indust. Development Authority	10,359		10,359			10,359
	<b>TOTAL</b>	<b>29,265,501</b>	<b>10,843,499</b>	<b>40,109,000</b>	<b>(20,570,770)</b>	<b>(450,541)</b>	<b>19,087,689</b>
<b><u>Other Transportation Funds</u></b>							
723	Bicycle Facilities	0	114,300	114,300		(114,300)	0
735	Transportation Partnership	17,505		17,505			17,505
736	Other Transportation Program	0	1,060,130	1,060,130		(1,060,130)	0
737	Trans Equity Act - 21	31,728		31,728			31,728
739	Traffic Congestion Relief Fund	1,243,565	2,682,000	3,925,565	(400,000)	(2,282,000)	1,243,565
741	Prop 1B Hwy Safety	173,897		173,897			173,897
	<b>TOTAL</b>	<b>1,466,695</b>	<b>3,856,430</b>	<b>5,323,125</b>	<b>(400,000)</b>	<b>(3,456,430)</b>	<b>1,466,695</b>
<b>TOTAL - CAPITAL PROJECTS FUNDS</b>		<b>47,433,740</b>	<b>16,372,979</b>	<b>63,806,719</b>	<b>(22,064,718)</b>	<b>(6,159,471)</b>	<b>35,582,530</b>

## DEBT SERVICE FUNDS

<b><u>Debt Service - City Funds</u></b>							
441	1994 Pension Obligation Bond	620	2,637,672	2,638,292	(2,637,672)		620
442	CDBG Section 108 Loan	0	741,015	741,015	(741,015)		0
446	Notes Payable Adamo Property	2	49,556	49,558	(49,556)		2
449	SD Co Regional Comm Systems	182	295,734	295,916	(295,734)		182
451	Long-term Advances DSF - City	(20,694,643)	303,826	(20,390,817)	(300,000)		(20,690,817)
452	KS Fire Equipment Capital Lease	0	172,216	172,216	(172,216)		0
453	CES Loan Repayment	200,000	50,000	250,000	(194,000)		56,000
	<b>TOTAL</b>	<b>(20,493,839)</b>	<b>4,250,019</b>	<b>(16,243,820)</b>	<b>(4,390,193)</b>		<b>(20,634,013)</b>



# FUND BALANCE PROJECTIONS

FUND	DESCRIPTION	EST AVAIL 06/30/2010 FUND BAL	ESTIMATED REVENUES	ESTIMATED RESOURCES TOTAL	ESTIMATED OP EXP/ TFERS OUT	ADOPTED CIP/NON- CIP	EST AVAIL 06/30/2011 FUND BAL
<b><u>Debt Service - CV Financing Authority</u></b>							
448	2000 COP Ser A-Fin Project	2,429,591		2,429,591			2,429,591
450	2002 COP Police Facility Proj	2,090,878	5,651,001	7,741,879	(3,913,146)		3,828,733
471	2003 Refunding Cert of Part	1,479,942	1,049,880	2,529,822	(1,054,380)		1,475,442
472	2004 COP Civ Ctr Proj Phase I	2,384,100	2,396,218	4,780,318	(2,396,218)		2,384,100
473	2006 COP Civ Ctr Proj Phase 2	1,320,437	1,277,388	2,597,825	(1,277,389)		1,320,436
474	2010 Refunding COP	13,751,311	3,307,644	17,058,955	(9,347,516)		7,711,439
	<b>TOTAL</b>	<b>23,456,259</b>	<b>13,682,131</b>	<b>37,138,390</b>	<b>(17,988,649)</b>		<b>19,149,741</b>
<b>TOTAL - DEBT SERVICE FUNDS</b>							
		<b>2,962,420</b>	<b>17,932,150</b>	<b>20,894,570</b>	<b>(22,378,842)</b>		<b>(1,484,272)</b>
<b>GRAND TOTAL ALL FUNDS</b>							
		<b>124,511,264</b>	<b>304,619,549</b>	<b>429,130,812</b>	<b>(299,904,346)</b>	<b>(26,350,056)</b>	<b>102,876,410</b>





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**A D O P T E D   B U D G E T**  
**F I S C A L   Y E A R   2 0 1 0 - 1 1**

**SCHEDULE OF INTERFUND  
TRANSFERS**

**SUMMARY TABLES**



# SCHEDULE OF INTERFUND TRANSFERS

FUND/ACCOUNT	DESCRIPTION	FY 2010-11 ADOPTED
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## 100 GENERAL FUND

221 Gas Tax	Staff time reimbursement	3,869,200
227 Transportation Sales Tax	Staff time reimbursement	1,000,000
236 Development Services Fund	Staff time reimbursement	1,073,702
245 Traffic Safety	Staff time reimbursement	534,140
256 Asset Seizure	Staff time reimbursement	120,000
261 California Library Service Act	Staff time reimbursement	25,000
282 Environmental Services Fund	Staff time reimbursement	94,410
301 Storm Drain Revenue	Staff time reimbursement	240,463
313 CV Housing Authority	Staff time reimbursement	192,899
402 Transit CVT	Staff time reimbursement	81,997
414 Sewer Service Revenue	Staff time reimbursement	3,089,583
651 So West/Twn Ctr II/Oty Vly	Staff time reimbursement	140,429
691 Long-term Advances DSF - RDA	TCI/TCII Loan Repayment to GF	7,543,181
739 Traffic Congestion Relief Fund	Staff time reimbursement	400,000
<b>TOTAL TRANSFERS IN - 100 GENERAL FUND</b>		<b>\$18,405,004</b>

## 236 DEVELOPMENT SERVICES FUND

100 General Fund	Staff time reimbursement	128,533
100 General Fund	Permit subsidy	340,000
414 Sewer Service Revenue	Staff time reimbursement	25,000
<b>TOTAL TRANSFERS IN - 236 DEVELOPMENT SERVICES FUND</b>		<b>\$493,533</b>

## 252 POLICE DEPARTMENT GRANTS

254 Local Law Enf Block Grant	Staff time reimbursement	39,233
<b>TOTAL TRANSFERS IN - 252 POLICE DEPARTMENT GRANTS</b>		<b>\$39,233</b>

## 272 FEDERAL GRANTS FUND

100 General Fund	Staff time reimbursement	52,226
<b>TOTAL TRANSFERS IN - 272 FEDERAL GRANTS FUND</b>		<b>\$52,226</b>

# SCHEDULE OF INTERFUND TRANSFERS

FUND/ACCOUNT	DESCRIPTION	FY 2010-11 ADOPTED
<b>313 CV HOUSING AUTHORITY</b>		
317 RDA Low & Mod Income Housing	Staff time reimbursement	144,500
321 Home Program	Staff time reimbursement	9,000
333 FY2000 Comm Dev Block Grant	Staff time reimbursement	39,399
<b>TOTAL TRANSFERS IN - 313 CV HOUSING AUTHORITY</b>		<b>\$192,899</b>
<b>317 RDA LOW &amp; MOD INCOME HOUSING</b>		
611 Redev Bayfront/Town Centre I	20% set aside requirement	945,543
651 So West/Twn Ctr II/Oty Vly	20% set aside requirement	1,955,220
<b>TOTAL TRANSFERS IN - 317 RDA LOW &amp; MOD INCOME HOUSING</b>		<b>\$2,900,763</b>
<b>333 FY2000 COMM DEV BLOCK GRANT</b>		
517 AD2004-1 Dixon Drive	Project cost reimbursement from the assessment district	105,000
<b>TOTAL TRANSFERS IN - 333 FY2000 COMM DEV BLOCK GRANT</b>		<b>\$105,000</b>
<b>341 PUBLIC LIABILITY TRUST</b>		
100 General Fund	General Fund transfer for public liability expenses	1,800,000
<b>TOTAL TRANSFERS IN - 341 PUBLIC LIABILITY TRUST</b>		<b>\$1,800,000</b>
<b>414 SEWER SERVICE REVENUE</b>		
428 Sewer Facility Replacement	Staff time reimbursement	150,000
<b>TOTAL TRANSFERS IN - 414 SEWER SERVICE REVENUE</b>		<b>\$150,000</b>
<b>441 1994 PENSION OBLIGATION BOND</b>		
474 2010 COP Refinance	Debt Service Payment - Pension Obligation Bond	2,637,672
<b>TOTAL TRANSFERS IN - 441 1994 PENSION OBLIGATION BOND</b>		<b>\$2,637,672</b>
<b>442 CDBG SEC108 LOAN</b>		
333 FY2000 Comm Dev Block Grant	Debt Service Payment - Section 108 Loan	741,015
<b>TOTAL TRANSFERS IN - 442 CDBG SEC108 LOAN</b>		<b>\$741,015</b>

# SCHEDULE OF INTERFUND TRANSFERS

FUND/ACCOUNT		DESCRIPTION	FY 2010-11 ADOPTED
<b>446 NOTES PAYABLE ADAMO PROPERTY</b>			
567 DIF-Adamo Property Acquisition		Debt Service Payment - Parking Lot Acquisition Cost	49,556
<b>TOTAL TRANSFERS IN - 446 NOTES PAYABLE ADAMO PROPERTY</b>			<b>\$49,556</b>
<b>449 SD CO REGIONAL COMM SYSTEMS</b>			
100 General Fund		Debt Service Payment - 800Mhz Backbone Cost	295,734
<b>TOTAL TRANSFERS IN - 449 SD CO REGIONAL COMM SYSTEMS</b>			<b>\$295,734</b>
<b>450 2002 COP POLICE FACILITY PROJ</b>			
100 General Fund		Debt Service Payment - Police Facility	2,177,666
474 2010 COP Refinance		Debt Service Payment - Police Facility	3,473,335
<b>TOTAL TRANSFERS IN - 450 2002 COP POLICE FACILITY PROJ</b>			<b>\$5,651,001</b>
<b>451 LONG-TERM ADVANCES DSF - CITY</b>			
301 Storm Drain Revenue		Interfund loan pymt - Trunk Sewer Capl Res-Reso 18996	50,000
433 Salt Creek Sewer Basin DIF		interfund loan pymt - Trunk Sewer Capl Res-FY00-01 Budget Reso	250,000
516 Oxford St AD 97-1 Improv		Interfund loan pymt - Trunk Sewer Capl Res-Reso 18795	3,826
<b>TOTAL TRANSFERS IN - 451 LONG-TERM ADVANCES DSF - CITY</b>			<b>\$303,826</b>
<b>452 NOT IN USE</b>			
234 Fire Equipment Lease Fund		Debt Serv Pymt - Fire Equipment	172,216
<b>TOTAL TRANSFERS IN - 452 NOT IN USE</b>			<b>\$172,216</b>
<b>453 CEC LOAN REPAYMENT</b>			
100 General Fund		Debt Serv Pymt - California Energy Commission loan	50,000
<b>TOTAL TRANSFERS IN - 453 CEC LOAN REPAYMENT</b>			<b>\$50,000</b>
<b>471 2003 REFUNDING CERT OF PART</b>			
651 So West/Twn Ctr II/Oty Vly		Debt Service - 03 Refunding COP RDA 93 COP	1,049,880
<b>TOTAL TRANSFERS IN - 471 2003 REFUNDING CERT OF PART</b>			<b>\$1,049,880</b>

# SCHEDULE OF INTERFUND TRANSFERS

FUND/ACCOUNT		DESCRIPTION	FY 2010-11 ADOPTED
<b>472 2004 COP CIV CTR PROJ PHASE I</b>			
100 General Fund		Debt Service - Civic Center Phase 1	314,888
474 2010 COP Refinance		Debt Service - Civic Center Phase 1	1,402,059
717 Resid. Construction/Conversion		Debt Service - Western Chula Vista Infrastructure	679,271
<b>TOTAL TRANSFERS IN - 472 2004 COP CIV CTR PROJ PHASE I</b>			<b>\$2,396,218</b>
<b>473 2006 COP CIV CTR PROJ PHASE 2</b>			
100 General Fund		Debt Service - Civic Center Phase 2	284,878
474 2010 COP Refinance		Debt Service - Civic Center Phase 2	992,510
<b>TOTAL TRANSFERS IN - 473 2006 COP CIV CTR PROJ PHASE 2</b>			<b>\$1,277,388</b>
<b>474 2010 COP REFINANCE</b>			
100 General Fund		Debt Service - 2010 COP	3,307,644
<b>TOTAL TRANSFERS IN - 474 2010 COP REFINANCE</b>			<b>\$3,307,644</b>
<b>611 REDEV BAYFRONT/TOWN CENTRE I</b>			
691 Long-term Advances DSF - RDA		Interfund loan payment	468,971
<b>TOTAL TRANSFERS IN - 611 REDEV BAYFRONT/TOWN CENTRE I</b>			<b>\$468,971</b>
<b>651 SO WEST/TWN CTR II/OTY VLY</b>			
653 RDA 2000 TARBS Project Fund		Interfund loan payment	1,000,000
<b>TOTAL TRANSFERS IN - 651 SO WEST/TWN CTR II/OTY VLY</b>			<b>\$1,000,000</b>
<b>671 SW AREA TAX AGMT-SUHSD</b>			
651 So West/Twn Ctr II/Oty Vly		Southwest tax agreement allocation	259,862
<b>TOTAL TRANSFERS IN - 671 SW AREA TAX AGMT-SUHSD</b>			<b>\$259,862</b>
<b>672 SW AREA TAX AGMT-C.O.E.</b>			
651 So West/Twn Ctr II/Oty Vly		Southwest tax agreement allocation	36,645
<b>TOTAL TRANSFERS IN - 672 SW AREA TAX AGMT-C.O.E.</b>			<b>\$36,645</b>



# SCHEDULE OF INTERFUND TRANSFERS

FUND/ACCOUNT		DESCRIPTION	FY 2010-11 ADOPTED
<b>673 SW AREA TAX AGMT-CV ELEM SD</b>			
651	So West/Twn Ctr II/Oty Vly	Southwest tax agreement allocation	397,393
TOTAL TRANSFERS IN - 673 SW AREA TAX AGMT-CV ELEM SD			<b>\$397,393</b>
<b>674 SW AREA TAX AGMT-SW CC DIST</b>			
651	So West/Twn Ctr II/Oty Vly	Southwest tax agreement allocation	69,924
TOTAL TRANSFERS IN - 674 SW AREA TAX AGMT-SW CC DIST			<b>\$69,924</b>
<b>675 SW AREA TAX AGMT-COUNTY SD</b>			
651	So West/Twn Ctr II/Oty Vly	Southwest tax agreement allocation	636,613
TOTAL TRANSFERS IN - 675 SW AREA TAX AGMT-COUNTY SD			<b>\$636,613</b>
<b>691 LONG-TERM ADVANCES DSF - RDA</b>			
611	Redev Bayfront/Town Centre I	Interfund loan payment to General Fund	500,000
651	So West/Twn Ctr II/Oty Vly	Interfund loan payment to General Fund and Bayfront	12,098,971
TOTAL TRANSFERS IN - 691 LONG-TERM ADVANCES DSF - RDA			<b>\$12,598,971</b>
<b>693 05 TAX REV (ERAF)</b>			
611	Redev Bayfront/Town Centre I	Debt Service payment	51,672
651	So West/Twn Ctr II/Oty Vly	Debt Service payment	50,446
TOTAL TRANSFERS IN - 693 05 TAX REV (ERAF)			<b>\$102,118</b>
<b>694 06 TAX REV BND A (CRA/ERAF LN)</b>			
611	Redev Bayfront/Town Centre I	Debt Service payment	79,503
651	So West/Twn Ctr II/Oty Vly	Debt Service payment	46,493
TOTAL TRANSFERS IN - 694 06 TAX REV BND A (CRA/ERAF LN)			<b>\$125,996</b>
<b>695 06 SR TABS SER A</b>			
611	Redev Bayfront/Town Centre I	Debt Service payment	1,022,945
TOTAL TRANSFERS IN - 695 06 SR TABS SER A			<b>\$1,022,945</b>

## SCHEDULE OF INTERFUND TRANSFERS

FUND/ACCOUNT		DESCRIPTION	FY 2010-11 ADOPTED
<b>696 06 SUB TABS SERB</b>			
611 Redev Bayfront/Town Centre I		Debt Service payment	996,084
<b>TOTAL TRANSFERS IN - 696 06 SUB TABS SERB</b>			<b>\$996,084</b>
<b>697 08 TAX ALLOC REFUNDING BONDS</b>			
651 So West/Twn Ctr II/Oty Vly		Debt Service payment	968,636
<b>TOTAL TRANSFERS IN - 697 08 TAX ALLOC REFUNDING BONDS</b>			<b>\$968,636</b>
<b>716 WESTERN-PARK ACQUISITION &amp; DEV</b>			
715 Park Acquisition & Development		Interfund loan (\$9.6 million) and establishing initial fund balance	10,236,499
<b>TOTAL TRANSFERS IN - 716 WESTERN-PARK ACQUISITION &amp; DEV</b>			<b>\$10,236,499</b>
<b>717 RESID. CONSTRUCTION/CONVERSION</b>			
518 AD2005-1 Tobias Drive		Project cost reimbursement from the assessment district	17,000
<b>TOTAL TRANSFERS IN - 717 RESID. CONSTRUCTION/CONVERSION</b>			<b>\$17,000</b>
<b>GRAND TOTAL ALL FUNDS</b>			<b>\$71,008,465</b>



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**A D O P T E D   B U D G E T**  
**F I S C A L   Y E A R   2 0 1 0 - 1 1**

**AUTHORIZED POSITIONS  
BY DEPARTMENT**

**SUMMARY TABLES**



# AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2009-10 ADOPTED BUDGET	FY 2009-10 MIDYEAR CHANGES	FY 2010-11 PROPOSED CHANGES	FY 2010-11 ADOPTED BUDGET
<b>CITY COUNCIL</b>				
Constituent Services Manager	1.00	-	-	1.00
Councilperson	4.00	-	-	4.00
Executive Secretary	1.00	-	-	1.00
Mayor	1.00	-	-	1.00
Office Specialist (Mayor/ at will)	1.00	-	-	1.00
Senior Council Assistant	5.00	-	-	5.00
<b>CITY COUNCIL TOTAL</b>	<b>13.00</b>	<b>-</b>	<b>-</b>	<b>13.00</b>
<b>CITY CLERK</b>				
Administrative Secretary	1.00	-	-	1.00
City Clerk	1.00	-	-	1.00
Deputy City Clerk	1.00	-	(1.00)	-
Deputy City Clerk I	-	-	1.00	1.00
Records Manager	1.00	-	-	1.00
Records Specialist	1.00	-	(1.00)	-
Senior Deputy City Clerk	-	-	1.00	1.00
Senior Office Specialist	0.50	-	-	0.50
Senior Records Specialist	1.00	-	-	1.00
<b>CITY CLERK TOTAL</b>	<b>6.50</b>	<b>-</b>	<b>-</b>	<b>6.50</b>
<b>CITY ATTORNEY</b>				
Assistant City Attorney	1.00	-	-	1.00
City Attorney	1.00	-	-	1.00
Deputy City Attorney II	2.00	-	-	2.00
Deputy City Attorney III	2.00	-	-	2.00
Law Office Manager	-	-	1.00	1.00
Legal Assistant	2.00	-	-	2.00
Senior Assistant City Attorney	1.00	-	-	1.00
Senior Legal Assistant	1.00	-	-	1.00
<b>CITY ATTORNEY TOTAL</b>	<b>10.00</b>	<b>-</b>	<b>1.00</b>	<b>11.00</b>
<b>ADMINISTRATION</b>				
Administrative Technician	1.00	-	-	1.00
Assistant City Manager	1.00	-	-	1.00
City Manager	1.00	-	-	1.00
Communications Coordinator	1.00	-	-	1.00
Director of Conservation & Environmental Services	1.00	-	-	1.00
Environmental Resource Manager	1.00	-	-	1.00

# AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2009-10 ADOPTED BUDGET	FY 2009-10 MIDYEAR CHANGES	FY 2010-11 PROPOSED CHANGES	FY 2010-11 ADOPTED BUDGET
Environmental Resource Specialist	1.00	-	-	1.00
Executive Secretary	1.00	-	-	1.00
Senior Graphic Designer	1.00	-	-	1.00
Senior Secretary	1.00	-	-	1.00
<b>ADMINISTRATION TOTAL</b>	<b>10.00</b>	<b>-</b>	<b>-</b>	<b>10.00</b>

## ITS

Director of Information Technology Services	1.00	-	-	1.00
GIS Manager	-	-	1.00	1.00
GIS Specialist	3.00	-	-	3.00
GIS Supervisor	1.00	-	(1.00)	-
Information Technology Support Manager	1.00	-	-	1.00
Information Technology Support Specialist	5.00	-	-	5.00
Operations & Telecommunications Manager	1.00	-	-	1.00
Senior Applications Support Specialist	1.00	-	-	1.00
Senior Information Technology Support Specialist	2.00	-	-	2.00
Senior Programmer Analyst	2.00	-	-	2.00
Telecommunications Specialist	1.00	-	-	1.00
Webmaster	1.00	-	-	1.00
<b>ITS TOTAL</b>	<b>19.00</b>	<b>-</b>	<b>-</b>	<b>19.00</b>

## HUMAN RESOURCES

Administrative Secretary	1.00	-	(1.00)	-
Benefits Manager	1.00	-	-	1.00
Benefits Technician	1.00	-	-	1.00
Director of Human Resources	1.00	-	-	1.00
Human Resources Analyst	3.00	-	-	3.00
Human Resources Operations Manager	1.00	-	-	1.00
Human Resources Technician	1.00	-	0.75	1.75
Risk Manager	1.00	-	-	1.00
Senior Fiscal Office Specialist	1.00	-	-	1.00
Senior Human Resources Analyst	2.00	-	-	2.00
Senior Human Resources Technician	-	-	1.00	1.00
Senior Risk Management Specialist	3.00	-	-	3.00
<b>HUMAN RESOURCES TOTAL</b>	<b>16.00</b>	<b>-</b>	<b>0.75</b>	<b>16.75</b>

## FINANCE

Accounting Assistant	8.00	-	-	8.00
Accounting Technician	4.00	-	-	4.00
Administrative Services Manager	-	1.00	-	1.00

# AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2009-10 ADOPTED BUDGET	FY 2009-10 MIDYEAR CHANGES	FY 2010-11 PROPOSED CHANGES	FY 2010-11 ADOPTED BUDGET
Assistant Director of Finance	1.00	-	-	1.00
Associate Accountant	2.00	-	-	2.00
Budget & Analysis Manager	1.00	-	-	1.00
Business License Representative	1.00	-	-	1.00
Director of Finance	1.00	-	-	1.00
Fiscal & Management Analyst	3.00	-	-	3.00
Fiscal Operations Manager	1.00	-	-	1.00
Procurement Specialist	1.00	-	-	1.00
Senior Accountant	1.00	-	-	1.00
Senior Procurement Specialist	1.00	-	-	1.00
Treasury Manager	1.00	-	-	1.00
<b>FINANCE TOTAL</b>	<b>26.00</b>	<b>1.00</b>	<b>-</b>	<b>27.00</b>

## ANIMAL CARE FACILITY

Animal Adoption Counselor	1.75	(0.25)	-	1.50
Animal Care Assistant	5.00	2.00	(2.00)	5.00
Animal Care Facility Manager	1.00	-	-	1.00
Animal Care Supervisor	-	1.00	(1.00)	-
Animal Control Officer	4.00	(1.00)	-	3.00
Animal Control Officer Supervisor	1.00	-	(1.00)	-
Office Specialist	3.50	(0.50)	-	3.00
Registered Veterinary Technician	2.00	-	-	2.00
Senior Animal Care Assistant	2.00	(2.00)	2.00	2.00
Senior Office Specialist	1.00	(0.25)	-	0.75
Veterinary Assistant	1.00	-	-	1.00
<b>ANIMAL CARE FACILITY TOTAL</b>	<b>22.25</b>	<b>(1.00)</b>	<b>(2.00)</b>	<b>19.25</b>

## PLANNING & BUILDING SERVICES

Administrative Technician	1.00	-	-	1.00
Advanced Planning Manager	1.00	-	-	1.00
Assistant City Manager	-	-	1.00	1.00
Associate Planner	2.00	-	-	2.00
Code Enforcement Manager	1.00	-	-	1.00
Code Enforcement Officer I/II	8.00	-	(1.00)	7.00
Deputy City Manager/Director of Development Services	1.00	-	(1.00)	-
Development Automation Specialist	1.00	-	(1.00)	-
Development Services Counter Manager	-	-	1.00	1.00
Economic Development Officer	1.00	-	-	1.00
Planning Technician	2.00	-	-	2.00
Principal Economic Development Specialist	1.00	-	-	1.00

# AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2009-10 ADOPTED BUDGET	FY 2009-10 MIDYEAR CHANGES	FY 2010-11 PROPOSED CHANGES	FY 2010-11 ADOPTED BUDGET
Principal Planner	2.00	-	-	2.00
Senior Administrative Secretary	1.00	-	-	1.00
Senior Code Enforcement Officer	2.00	-	-	2.00
Senior Office Specialist	1.00	-	-	1.00
Senior Planning Technician	1.00	-	-	1.00
Senior Project Coordinator	1.00	-	-	1.00
Senior Secretary	1.00	-	-	1.00
<b>PLANNING &amp; BUILDING SERVICES TOTAL</b>	<b>28.00</b>	<b>-</b>	<b>(1.00)</b>	<b>27.00</b>
<b>POLICE</b>				
Administrative Services Manager	1.00	-	-	1.00
Chief of Police	1.00	-	-	1.00
Civilian Background Investigator	1.00	-	-	1.00
Community Service Officer	3.00	-	-	3.00
Crime Laboratory Manager	1.00	-	-	1.00
Detention Facility Manager	1.00	-	-	1.00
Evidence Control Assistant	2.00	-	-	2.00
Facility & Supply Specialist	0.50	-	-	0.50
Forensics Specialist	2.00	-	-	2.00
Latent Print Examiner	2.00	-	-	2.00
Parking Enforcement Officer	2.00	-	-	2.00
Peace Officer	149.00	-	-	149.00
Police Agent	49.00	-	-	49.00
Police Captain	3.00	-	-	3.00
Police Communications Systems Manager	1.00	-	-	1.00
Police Data Specialist	3.00	-	-	3.00
Police Dispatcher	20.00	-	-	20.00
Police Dispatcher Supervisor	6.00	-	-	6.00
Police Lieutenant	9.00	-	-	9.00
Police Records Specialist	5.50	-	-	5.50
Police Records Transcriptionist	2.00	-	-	2.00
Police Sergeant	25.00	-	-	25.00
Police Services Officer	12.00	-	-	12.00
Police Support Services Manager	1.00	-	-	1.00
Police Technology Specialist	1.00	-	-	1.00
Principal Management Analyst	1.00	-	-	1.00
Public Safety Analyst	3.50	-	(0.50)	3.00
Range Master	0.50	-	-	0.50
Secretary	4.00	-	-	4.00
Senior Administrative Secretary	1.00	-	-	1.00
Senior Fiscal Office Specialist	2.00	-	-	2.00
Senior Office Specialist	4.00	-	-	4.00



# AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2009-10 ADOPTED BUDGET	FY 2009-10 MIDYEAR CHANGES	FY 2010-11 PROPOSED CHANGES	FY 2010-11 ADOPTED BUDGET
Senior Police Data Specialist	1.00	-	-	1.00
Senior Public Safety Analyst	1.00	-	-	1.00
Training Programs Specialist	1.00	-	-	1.00
<b>POLICE TOTAL</b>	<b>322.00</b>	<b>-</b>	<b>(0.50)</b>	<b>321.50</b>

## FIRE

Administrative Secretary	1.00	-	-	1.00
Administrative Services Manager	1.00	(1.00)	-	-
Battalion Chief	6.00	-	-	6.00
Deputy Fire Chief	3.00	-	-	3.00
Division Chief	1.00	-	-	1.00
Facility & Supply Specialist	1.00	-	-	1.00
Fire Captain	34.00	-	-	34.00
Fire Chief	1.00	-	-	1.00
Fire Engineer	35.00	-	-	35.00
Fire Inspector I/II	5.00	-	-	5.00
Fire Prevention Engineer	1.00	-	-	1.00
Firefighter	42.00	-	-	42.00
Office Specialist	1.00	-	-	1.00
Public Safety Analyst	1.00	-	-	1.00
Secretary	1.00	-	-	1.00
Senior Fire Inspector	1.00	-	-	1.00
Senior Office Specialist	1.00	-	-	1.00
<b>FIRE TOTAL</b>	<b>136.00</b>	<b>(1.00)</b>	<b>-</b>	<b>135.00</b>

## PUBLIC WORKS OPERATIONS

Administrative Analyst I/II	2.00	-	-	2.00
Administrative Secretary	1.00	-	-	1.00
Administrative Services Manager	1.00	-	-	1.00
Assistant Director of Engineering	1.00	-	-	1.00
Assistant Director of Public Works	1.00	-	-	1.00
Assistant Surveyor I/II	1.00	-	-	1.00
Associate Engineer	10.00	-	-	10.00
Building Project Manager	2.00	-	(1.00)	1.00
Carpenter	1.00	-	-	1.00
Construction & Repair Manager	1.00	-	-	1.00
Custodial & Facilities Manager	1.00	-	-	1.00
Custodial Supervisor	4.00	-	-	4.00
Custodian	13.50	-	-	13.50
Director of Public Works	1.00	-	-	1.00
Electrician	2.00	-	-	2.00

# AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2009-10 ADOPTED BUDGET	FY 2009-10 MIDYEAR CHANGES	FY 2010-11 PROPOSED CHANGES	FY 2010-11 ADOPTED BUDGET
Electrician/Equipment Installer	1.00	-	-	1.00
Electronics Technician	2.00	-	-	2.00
Electronics Technician Supervisor	1.00	-	-	1.00
Engineering Technician I/II	2.00	-	1.00	3.00
Environmental Health Specialist	2.00	-	-	2.00
Equipment Operator	2.00	-	-	2.00
Fiscal Office Specialist	2.00	-	-	2.00
Gardener I/II	23.00	-	-	23.00
HVAC Technician	2.00	-	-	2.00
Land Surveyor	1.00	-	-	1.00
Lead Custodian	7.00	-	-	7.00
Locksmith	2.00	-	-	2.00
Maintenance Worker I/II	13.00	-	-	13.00
Open Space Inspector	5.00	-	-	5.00
Open Space Manager	1.00	-	-	1.00
Parks Manager	1.00	-	(1.00)	-
Parks Operations Manager	-	-	1.00	1.00
Parks Supervisor	5.00	-	-	5.00
Plumber	2.00	-	-	2.00
Principal Civil Engineer	3.00	-	-	3.00
Principal Management Analyst	1.00	-	-	1.00
Public Works Inspector I/II	6.00	-	-	6.00
Public Works Manager	1.00	-	-	1.00
Public Works Specialist	3.00	-	-	3.00
Public Works Supervisor	3.00	-	-	3.00
Pump Maintenance Supervisor	1.00	-	-	1.00
Pump Maintenance Technician	4.00	-	-	4.00
Real Property Manager	1.00	-	-	1.00
Secretary	1.00	-	-	1.00
Senior Administrative Secretary	1.00	-	-	1.00
Senior Civil Engineer	6.00	-	(2.00)	4.00
Senior Engineering Technician	2.00	-	-	2.00
Senior Fiscal Office Specialist	2.00	-	-	2.00
Senior Gardener	9.00	-	-	9.00
Senior HVAC Technician	1.00	-	-	1.00
Senior Landscape Inspector	1.00	-	-	1.00
Senior Maintenance Worker	11.00	-	-	11.00
Senior Office Specialist	1.00	-	-	1.00
Senior Open Space Inspector	1.00	-	-	1.00
Senior Park Ranger	1.00	-	-	1.00
Senior Public Works Inspector	2.00	-	-	2.00
Senior Public Works Specialist	1.00	-	-	1.00
Senior Secretary	1.00	-	-	1.00

# AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2009-10 ADOPTED BUDGET	FY 2009-10 MIDYEAR CHANGES	FY 2010-11 PROPOSED CHANGES	FY 2010-11 ADOPTED BUDGET
Senior Tree Trimmer	2.00	-	-	2.00
Signal Systems Engineer I/II	1.00	-	-	1.00
Signing & Striping Supervisor	1.00	-	-	1.00
Stormwater Compliance Inspector I/II	1.00	-	-	1.00
Survey Technician I/II	1.00	-	-	1.00
Traffic Devices Technician	3.00	-	-	3.00
Traffic Devices Technician Supervisor	1.00	-	-	1.00
Tree Trimmer	2.00	-	-	2.00
Tree Trimmer Supervisor	1.00	-	-	1.00
Wastewater Collections Manager	1.00	-	-	1.00
<b>PUBLIC WORKS OPERATIONS TOTAL</b>	<b>194.50</b>	<b>-</b>	<b>(2.00)</b>	<b>192.50</b>

## RECREATION

Administrative Secretary	1.00	-	-	1.00
Aquatic Supervisor I	1.00	-	-	1.00
Aquatic Supervisor II	2.00	-	-	2.00
Aquatic Supervisor III	1.00	-	-	1.00
Director of Recreation	1.00	-	-	1.00
Fiscal & Management Analyst	1.00	-	-	1.00
Principal Recreation Manager	2.00	-	-	2.00
Recreation Supervisor I	6.00	-	-	6.00
Recreation Supervisor II	4.00	-	-	4.00
Recreation Supervisor III	6.00	-	-	6.00
Senior Fiscal Office Specialist	1.00	-	-	1.00
<b>RECREATION TOTAL</b>	<b>26.00</b>	<b>-</b>	<b>-</b>	<b>26.00</b>

## LIBRARY

Administrative Secretary	1.00	-	-	1.00
Delivery Driver	0.50	-	-	0.50
Director of Library	1.00	-	-	1.00
Family and Youth Coordinator	1.00	-	-	1.00
Librarian I/II	7.00	-	-	7.00
Librarian III	5.00	-	-	5.00
Library Administrative Coordinator	1.00	-	-	1.00
Library Assistant	0.50	-	-	0.50
Library Associate	15.75	-	-	15.75
Library Digital Services Manager	1.00	-	-	1.00
Library Technician	2.00	-	-	2.00
Library Volunteer Coordinator	0.50	-	(0.50)	-
Principal Librarian	1.00	-	-	1.00
Secretary	1.00	-	-	1.00

# AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2009-10 ADOPTED BUDGET	FY 2009-10 MIDYEAR CHANGES	FY 2010-11 PROPOSED CHANGES	FY 2010-11 ADOPTED BUDGET
Senior Librarian	2.00	-	-	2.00
<b>LIBRARY TOTAL</b>	<b>40.25</b>	<b>-</b>	<b>(0.50)</b>	<b>39.75</b>
<b>GENERAL FUND SUBTOTAL</b>	<b>869.50</b>	<b>(1.00)</b>	<b>(4.25)</b>	<b>864.25</b>

## DEVELOPMENT SERVICES FUND

Assistant Planner	1.00	-	-	1.00
Associate Engineer	3.00	-	-	3.00
Associate Planner	4.00	-	-	4.00
Building Inspector I/II	4.00	-	-	4.00
Building Inspector III	1.00	-	-	1.00
Deputy Building Official	1.00	-	-	1.00
Development Planning Manager	1.00	-	-	1.00
Development Services Technician I/II	2.00	-	-	2.00
Development Services Technician III	2.00	-	-	2.00
Engineering Technician I/II	1.00	-	-	1.00
Landscape Architect	1.00	-	-	1.00
Landscape Planner I/II	3.00	-	-	3.00
Plans Examiner	3.00	-	-	3.00
Principal Planner	2.00	-	-	2.00
Secretary	1.00	-	-	1.00
Senior Building Inspector	1.00	-	-	1.00
Senior Civil Engineer	1.00	-	-	1.00
Senior Engineering Technician	1.00	-	-	1.00
Senior Office Specialist	1.00	-	-	1.00
Senior Planner	4.00	-	-	4.00
Transportation Engineer w/Certificate	1.00	-	-	1.00
<b>DEVELOPMENT SERVICES FUND TOTAL</b>	<b>39.00</b>	<b>-</b>	<b>-</b>	<b>39.00</b>

## POLICE DEPT GRANTS FUND

CBAG Administrative Analyst II	1.00	1.00	-	2.00
CBAG Analyst	3.00	-	-	3.00
CBAG Deputy Executive Director	1.00	-	-	1.00
CBAG Director of SD LECC	1.00	-	-	1.00
CBAG Executive Assistant	1.00	-	-	1.00
CBAG Executive Director	1.00	-	-	1.00
CBAG Graphic Designer/Webmaster	1.00	-	-	1.00
CBAG Management Assistant	1.00	(1.00)	-	-
CBAG Micro Computer Specialist	1.00	-	-	1.00
CBAG Network Administrator I/II	2.00	-	-	2.00
CBAG Network Manager	1.00	-	-	1.00

# AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2009-10 ADOPTED BUDGET	FY 2009-10 MIDYEAR CHANGES	FY 2010-11 PROPOSED CHANGES	FY 2010-11 ADOPTED BUDGET
CBAG Program Analyst	1.00	-	-	1.00
CBAG Program Manager	2.00	-	-	2.00
CBAG RCFL Network Engineer	1.00	-	-	1.00
Peace Officer	1.00	-	-	1.00
Police Agent	-	1.00	-	1.00
Police Community Relations Specialist	1.00	(1.00)	-	-
Police Training and Development Supervisor	1.00	-	-	1.00
Public Information Officer (PD)	1.00	(1.00)	-	-
Public Safety Analyst	0.50	-	(0.50)	-
<b>POLICE DEPT GRANTS FUND TOTAL</b>	<b>22.50</b>	<b>(1.00)</b>	<b>(0.50)</b>	<b>21.00</b>
<b>AMER. RECOVERY &amp; REINVEST. ACT</b>				
Deputy City Attorney II	-	1.00	-	1.00
Legal Assistant	-	0.50	-	0.50
Police Agent	-	2.00	-	2.00
Police Community Relations Specialist	-	1.00	-	1.00
Public Information Officer (PD)	-	1.00	-	1.00
Public Safety Analyst	-	1.00	-	1.00
<b>AMER. RECOVERY &amp; REINVEST. ACT TOTAL</b>	<b>-</b>	<b>6.50</b>	<b>-</b>	<b>6.50</b>
<b>ENVIRONMENTAL SERVICES</b>				
Environmental Services Program Manager	1.00	-	-	1.00
Recycling Specialist I/II	3.00	-	-	3.00
<b>ENVIRONMENTAL SERVICES TOTAL</b>	<b>4.00</b>	<b>-</b>	<b>-</b>	<b>4.00</b>
<b>FLEET MANAGEMENT</b>				
Equipment Mechanic	3.00	-	-	3.00
Fire Apparatus Mechanic	2.00	-	-	2.00
Fiscal Office Specialist	1.00	-	-	1.00
Fleet Manager	1.00	-	-	1.00
Mechanic Assistant	2.00	-	-	2.00
Senior Equipment Mechanic	1.00	-	-	1.00
<b>FLEET MANAGEMENT TOTAL</b>	<b>10.00</b>	<b>-</b>	<b>-</b>	<b>10.00</b>
<b>TRANSIT</b>				
Administrative Technician	1.00	-	-	1.00
Transit Manager	1.00	-	-	1.00
Transit Operations Coordinator	1.00	-	-	1.00

# AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2009-10 ADOPTED BUDGET	FY 2009-10 MIDYEAR CHANGES	FY 2010-11 PROPOSED CHANGES	FY 2010-11 ADOPTED BUDGET
<b>TRANSIT TOTAL</b>	<b>3.00</b>	-	-	<b>3.00</b>
<b>SEWER</b>				
Associate Engineer	2.00	-	-	2.00
Engineering Technician I/II	2.00	-	-	2.00
Equipment Operator	3.00	-	-	3.00
Maintenance Worker I/II	18.00	-	-	18.00
Public Works Specialist	1.00	-	-	1.00
Public Works Supervisor	4.00	-	-	4.00
Senior Civil Engineer	1.00	-	-	1.00
Senior Fiscal Office Specialist	1.00	-	-	1.00
Senior Maintenance Worker	14.00	-	-	14.00
<b>SEWER TOTAL</b>	<b>46.00</b>	-	-	<b>46.00</b>
<b>REDEVELOPMENT &amp; HOUSING</b>				
Accountant	1.00	-	-	1.00
Assistant Director of Redevelopment and Housing	1.00	-	-	1.00
Principal Project Coordinator	1.00	-	-	1.00
Project Coordinator I/II	2.00	-	-	2.00
Redevelopment and Housing Manager	1.00	-	-	1.00
Senior Administrative Secretary	1.00	-	-	1.00
Senior Fiscal Office Specialist	1.00	-	-	1.00
Senior Project Coordinator	3.00	-	-	3.00
<b>REDEVELOPMENT &amp; HOUSING TOTAL</b>	<b>11.00</b>	-	-	<b>11.00</b>
<b>NON-GENERAL FUND SUBTOTAL</b>	<b>135.50</b>	<b>5.50</b>	<b>(0.50)</b>	<b>140.50</b>
<b>TOTAL AUTHORIZED POSITIONS</b>	<b>1,005.00</b>	<b>4.50</b>	<b>(4.75)</b>	<b>1,004.75</b>



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## A D O P T E D   B U D G E T

### APPENDIX

Budget Process

Fiscal Policies

Investment Policies

Debt Administration

Gann Appropriations Limit

Legal Debt Margin

Accounting Systems & Budgetary Control

List of Acronyms

Glossary

# FISCAL YEAR 2011





# BUDGET PROCESS

The fiscal year 2010-11 budget cycle began in January 2010 with the development of a preliminary base budget by Finance Department's Budget and Analysis staff. Finance worked closely with departments throughout the month of February to refine the base budget and incorporate departmental changes. Once this process was completed, a budgetary gap of \$10.9 million was identified. The Finance department worked with departments from late February through early March 2010 to develop a budget balancing strategy. On April 13, 2010, the General Fund Spending Plan, which represented the City Manager's recommended course of action for addressing the projected budget gap, was presented to the City Council and approved. Mitigation of the \$10.9 million budget gap was accomplished through the application of \$9.6 million in one-time revenues as well as \$1.3 million in department net cost reductions. On May 25, 2010, the City Council considered and approved the All Funds Spending Plan.

## **BUDGET CALENDAR**

**January:** Revenue and expenditure projections prepared by Finance and departments, resulting in the preliminary baseline budget

**February & March:** Analysis of baseline budget to determine budgetary gap, development of budget balancing strategy

**April & May:** Council review of General Fund and All Funds Spending Plans and development of City Manager's proposed budget document

**May 24<sup>th</sup>** – Budget submitted to City Council

**June 8<sup>th</sup>** – Public hearing and adoption of budget

On May 24th, the City Manager transmitted the proposed budget to the City Council for review. The City Council voted unanimously to adopt the budget on June 8<sup>th</sup>, a public hearing was held prior to Council taking action on this item. Copies of the proposed budget were available for public review in the Office of the City Clerk and City libraries approximately 2 weeks prior to the June 8<sup>th</sup> public hearing.

As set forth in the City Charter, at any meeting after the adoption of the budget, the City Council may amend or supplement the budget by motion adopted by affirmative votes of at least four members. Throughout the year, the Finance Department provides Council with quarterly fiscal status reports comparing expenditure and revenue projections to budgeted amounts, highlighting any variances and recommending corrective actions as necessary.

#### General Fund Budget Development Milestones

- March 5, 2010  
City Management Team workshop to review budget-balancing strategies.
- April 13, 2010  
Presentation of the City Manager's General Fund Spending Plan to the City Council.
- May 24, 2010  
As required by City Charter, the City Manager's proposed budget was submitted to the City Council at least thirty-five days before the beginning of the fiscal year. Copies of the proposed budget were available for public review in the Office of the City Clerk and City libraries at least ten days before the public hearings, as required by City Charter.
- May 25, 2010  
Presentation to City Council of the City Manager's All Funds Spending Plan and review of the fiscal year 2010 3<sup>rd</sup> quarter department projections.
- June 8, 2010  
A public hearing was held before Council considered the adoption of the budget in order to give residents an additional opportunity to participate in the budget process. In compliance with the City Charter, a notice of this meeting was published in the local newspaper at least ten days prior to the public hearing. Adoption of the budget requires the affirmative votes of at least three members of the Council. The Council voted unanimously (with Council member abstentions on certain capital improvement projects and project areas) to adopt the fiscal year 2010-11 budget.

## FISCAL POLICIES

This section of the budget document reiterates the fiscal policies that were reviewed and acknowledged by the City Council in January 2000. An update to the City's reserve policy, which increased the General Fund reserve level and created two additional reserve funds, was approved by City Council in November 2009. These policies form the overall framework within which the operating budget was formulated. The fiscal policies, most of which are already codified in one form or another, are not considered new or controversial, but are summarized here to assist you to better understand the basis for the resource allocation decisions that were made.

### **A. General**

1. The City's financial assets will be managed in a sound and prudent manner in order to ensure the continued viability of the organization.
2. A comprehensive operating and capital budget for all City funds will be developed annually and presented to the City Council for approval. The purpose of the annual budget will be to:
  - a. Identify community needs for essential services.
  - b. Identify the programs and specific activities required to provide these essential services.
  - c. Establish program policies and goals that define the nature and level of program services required.
  - d. Identify alternatives for improving the delivery of program services.
  - e. Identify the resources required to fund identified programs and activities, and enable accomplishment of program objectives.
  - f. Set standards to facilitate the measurement and evaluation of program performance.

3. The City's annual operating budget will be balanced whereby planned expenditures do not exceed anticipated revenues.
4. Recurring revenues will fund recurring expenditures. One-time revenues will be used for capital, reserve augmentation, or other non-recurring expenditures.
5. Accounting systems will be maintained in accordance with Generally Accepted Accounting Principles.
6. Investment policy and practice will be in accordance with State statutes that emphasize safety and liquidity over yield, including quarterly status reports to the City Council. (*Council Policy*)
7. City operations will be managed and budgets prepared with the goal of maintaining an available fund balance in the General Fund of no less than fifteen percent of the General Fund operating budget. Long-term goals include maintaining a reserve level of no less than five percent in an Economic Contingency Reserve fund and three percent in an Emergency Service Reserve fund. (*Council Policy*)
8. General Fund fiscal status reports reflecting comparisons of actual and projected performance with budget allocations for both revenues and expenditures will be presented to the City Council on a quarterly basis. (*City Charter*)

## **B. Revenue**

1. The City will endeavor to maintain a diversified and stable revenue base in order to minimize the impact to programs from short-term economic fluctuations.
2. Revenue projections will be maintained for the current year and four future fiscal years, and estimates will be based on a conservative, analytical, and objective process.
3. In order to maintain maximum flexibility, except as required by law or the funding source, the City will avoid earmarking any unrestricted revenues for a specific purpose or program.
4. User fees will be imposed when appropriate and set at a level to recover the full cost of services provided which are of a special benefit to easily identified individuals or groups.

5. User fees will be reviewed and updated on an ongoing basis to ensure that program costs continue to be recovered and that the fees reflect changes in levels of service delivery.
6. The City will recover the cost of new facilities and infrastructure necessitated by new development consistent with State law and the City's Growth Management Program. Development Impact Fees will be closely monitored and updated to ensure that they are maintained at a level adequate to recover costs. *(GMOC Ordinance)*
7. When considering new development alternatives, the City will attempt to determine the fiscal impact of proposed projects, annexations, etc. and ensure that mechanisms are put in place to provide funding for any projected negative impacts on City operations. *(GMOC Ordinance)*

### **C. Expenditures**

1. Budgetary control will be exercised at the Department/category level, meaning that each department is authorized to spend up to the total amount appropriated for that department within the expenditure categories of Personnel Costs, Supplies & Services, Other Charges, Utilities, and Capital. Transfers of appropriations between expenditure categories of up to \$15,000 may be approved by the City Manager. Transfers of appropriations between expenditure categories in excess of \$15,000, or between departments require City Council approval. *(City Charter & Council Policy)*
2. Appropriations, other than for capital projects, remaining unspent at the end of any fiscal year will be cancelled and returned to Available Fund Balance with the exception of any appropriations encumbered as the result of a valid purchase order or as approved for a specific project or purpose by the City Council or the City Manager. Appropriations for capital projects will necessarily be carried over from year to year until the project is deemed to be complete. *(Council Policy)*
3. The City will establish and maintain equipment replacement and facility maintenance funds as deemed necessary to ensure that monies are set aside and available to fund ongoing replacement needs.
4. The City will attempt to compensate non-safety employees at rates above the middle of the labor market as measured by the median rate for similar jurisdictions. *(Council Policy)*

#### **D. Capital Improvement Program (CIP)**

1. Major capital projects will be included in a CIP Budget reflecting a five-year period. The CIP budget will be updated annually and presented to City Council for approval. Resources will be formally appropriated (budgeted) for the various projects on an annual basis in accordance with the five-year plan.

#### **E. Capital Financing & Debt Management**

1. The City will consider the use of debt financing only for one-time capital improvement projects when the project's useful life will exceed the term of the financing and when resources are identified sufficient to fund the debt service requirements. The only exception to this limitation is the issuance of short-term instruments such as tax and revenue anticipation notes, which will only be considered in order to meet legitimate cash flow needs occurring within a fiscal year.
2. The City will attempt to limit the total amount of annual debt service payments guaranteed by the General Fund to no more than ten percent of estimated General Fund revenues.
3. The City will consider requests from developers for the use of debt financing secured by property based assessments or special taxes in order to provide for necessary infrastructure for new development only under strict guidelines adopted by Council, which may include minimum value-to-lien ratios and maximum tax burdens. (*Community Facility District Ordinance*)
4. The City will strive to minimize borrowing costs by:
  - a. Seeking the highest credit rating possible.
  - b. Procuring credit enhancement such as letters of credit or insurance, when cost effective.
  - c. Maintaining good communications with credit rating agencies regarding the City's fiscal condition.
5. The City will diligently monitor its compliance with bond legal covenants, including adherence to continuing disclosure requirements and federal arbitrage regulations.
6. In addition to externally financed debt, the City utilizes inter-fund loans whenever possible to reduce borrowing costs or provide for shorter term loans. When interest is charged on internal loans, it is done at the same rate the City earns from its investments.

## **F. General Fund Reserves**

1. During fiscal year 2009-10, the City Council approved a new reserve policy that increased the General Fund reserve minimum from 8% to 15% and authorized the creation of two new reserve funds. Given the City's current economic condition it was recognized by the City Council that the implementation of the new reserve policy would be phased in over several years as the economic condition of the City improves. The updated reserve policy establishes three distinct General Fund Reserves:
  - a. General Fund Operating Reserves – minimum 15%
  - b. Economic Contingency Reserves – minimum 5%
  - c. Catastrophic Event Reserves – 3%

The total recommended minimum reserve level for the three categories combined is 23%.

2. General Fund Operating Reserves - The General Fund Operating Reserves represent unrestricted resources available for appropriations by the City Council to address extraordinary needs of an emergency nature.

The City shall maintain General Fund Operating Reserve levels of no less than 15% of the annual operating budget; implementation of the updated minimum is a long-term goal that will be achieved over several years. This level of reserves represents approximately 1.8 months of General Fund operating expenditures. The reserves may be used to provide temporary financing for unanticipated extraordinary needs of an emergency nature, such as major storm drain repairs, litigation or settlement costs or an unexpected liability created by Federal or State legislative action.

If funds are appropriated (spent) from the operating reserves due to unanticipated needs, the funds should be replenished in the budget process during the subsequent fiscal year to maintain the minimum reserve balance. If the magnitude of the event caused the General Fund Operating Reserves to be deeply reduced, the City Manager and Finance Director shall provide the City Council with a plan to incrementally replenish the reserves to the minimum 15% level.

Authorized use (mid-year appropriations) of the General Fund Operating Reserves will require approval by four/fifths (4/5) vote of the City Council.

3. Economic Contingency Reserve - The Economic Contingency Reserve represents monies set aside to mitigate service impacts during a significant downturn in the economy which impacts City revenues such as sales tax, property tax, and business license tax.

The City shall maintain General Fund Economic Contingency Reserve levels of no less than 5% of the annual operating budget to provide for unexpected financial impacts related to a significant economic slowdown. Establishment of the Economic Contingency Reserve fund is a long-term financial goal; implementation of this policy will be phased in over several years.

Funds may be appropriated from the Economic Contingency Reserves only after the City Manager and the Finance Director have prepared an analysis providing sufficient evidence that the remaining reserves are adequate to offset potential downturns in revenue sources and provide sufficient cash balance for the daily financial needs of the City for the remainder of the fiscal year. Once the analysis has been presented to the City Council, action to appropriate from the reserves will require a declaration that a fiscal emergency or extraordinary need exists through an affirmative vote by 4/5ths of the City Council.

If the Economic Contingency Reserves should ever drop below the minimum reserve level, the City Manager and Finance Director will develop a plan to replenish the reserves. The plan will be included in the adoption of the City's annual operating budget and Long-Term Financial Plan.

4. Catastrophic Event Reserves - The Catastrophic Event Reserves are monies set aside to fund unanticipated expenses related to a major natural disaster in the City.

A reserve level of 3% of the General Fund operating budget should be maintained as Catastrophic Event Reserves. Establishment of the Economic Contingency Reserve fund is a long-term financial goal; implementation of this policy will be phased in over several years.

These funds are associated with the City's Disaster Preparedness Program. The City is susceptible to earthquakes, fires, floods and terrorist threats. In the event that the City



Council proclaims a local emergency, the Catastrophic Event Reserves can be utilized to fund recovery costs until reimbursements from federal and/or state agencies can be recovered.

Authorized use of the Catastrophic Event Reserves will require a Proclamation of a Local Emergency by the City Council or Director of Emergency Services. In addition, authorized use (mid-year appropriations) of the Catastrophic Event Reserves will require approval by four/fifths (4/5) vote of the City Council.



# INVESTMENT POLICIES

## **1.0 Purpose:**

This “Investment Policy and Guidelines” (the “Investment Policy”) Policy is intended to provide guidelines for the prudent investment of the City of Chula Vista's (the “City”) cash balances, and outline policies to assist in maximizing the efficiency of the City's cash management system, while meeting the daily cash flow demands of the City.

## **2.0 Policy:**

The investment practices and policies of the City of Chula Vista are based upon state law and prudent money management. The primary goals of these practices are:

- A. To ensure compliance with all Federal, State, and local laws governing the investment of public funds under the control of the Director of Finance/Treasurer.
- B. To protect the principal monies entrusted to the City's Finance Department.
- C. Achieve a reasonable rate of return within the parameters of prudent risk management while minimizing the potential for capital losses arising from market changes or issuer default.

## **3.0 Scope:**

This Investment Policy applies to all financial assets of the City of Chula Vista, as indicated in 3.1 below. These funds are accounted for in the City's Comprehensive Annual Financial Report.

### 3.1 Funds:

The Director of Finance/Treasurer is responsible for investing the unexpended cash in the City Treasury for all funds, except for the employee's retirement funds, which are administered separately, and those funds which are managed separately by trustees appointed under indenture agreements. The Director of Finance/Treasurer will strive to maintain the level of investment of this cash as close as possible to 100%. These funds are described in the City's annual financial report and include:

- General Fund
- Special Revenue Funds
- Capital Project Funds
- Enterprise Funds
- Trust and Agency Funds
- Any new fund created by the legislative body, unless specifically exempted

This Investment Policy applies to all transactions involving the financial assets and related activity of the foregoing funds.

### 4.0 Prudence:

The standard of prudence to be used by the Director of Finance/Treasurer shall be the "**prudent investor standard**". This shall be applied in the context of managing an overall portfolio. The "**prudent investor standard**" is applied to local agencies, pursuant to California Government Code Section 53600.3 which provides, in pertinent part:

“ ... all governing bodies of local agencies or persons authorized to make investment decisions on behalf of those local agencies investing public funds pursuant to this chapter are trustees and therefore fiduciaries subject to the prudent investor standard. When investing, reinvesting, purchasing, acquiring, exchanging, selling, or managing public funds, a trustee shall act with care, skill, prudence, and diligence under the circumstances then prevailing, including, but not limited to, the general economic conditions and the anticipated needs of the agency, that a prudent person acting in a like capacity and familiarity with those matters would use in the conduct of funds of a like character and with like aims, to safeguard the principal and maintain the liquidity needs of the agency. ...”

#### **4.1 Personal Responsibility:**

The Director of Finance/Treasurer, Assistant Director of Finance and Treasury Manager as investment officers acting in accordance with written procedures and the Investment Policy and exercising due diligence, shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported to the City Council in a timely fashion and appropriate action is taken to control adverse developments.

#### **5.0 Objective:**

Consistent with this aim, investments are made under the terms and conditions of California Government Code Section 53600, et seq. Criteria for selecting investments and the absolute order of priority are:

##### **5.1 Safety:**

Safety of principal is the foremost objective of the investment program. Investments of the City of Chula Vista shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. To attain this objective, diversification is required in order that potential losses on individual securities do not exceed the income generated from the remainder of the portfolio.

##### **5.2 Liquidity:**

The City of Chula Vista's investment portfolio will remain sufficiently liquid to enable the City to meet all operating requirements which might be reasonably anticipated and to maintain compliance with any indenture agreement, as applicable. Liquidity is essential to the safety of principal.

##### **5.3 Return on Investments:**

The City of Chula Vista's investment portfolio shall be designed with the objective of attaining a market-average rate of return throughout budgetary and economic cycles (market interest rates), within the City's Investment Policy's risk parameters and the City's cash flow needs. See also Section 16.1.

#### **6.0 Delegation of Authority:**

The Director of Finance/Treasurer shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials. The responsibility for the day-to-day investment of City funds will be delegated to the Treasury Manager under the general direction of the Assistant Director of Finance.

## **7.0 Ethics and Conflicts of Interest:**

In addition to state and local statutes relating to conflicts of interest, all persons involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions. Employees and investment officers are required to file annual disclosure statements as required for "public officials who manage public investments" [as defined and required by the Political Reform Act and related regulations, including Government Code Sections 81000, et seq., and the rules, regulations and guidelines promulgated by California's Fair Political Practices Commission (FFPC)].

## **8.0 Authorized Financial Dealers and Institutions:**

The City's Director of Finance/Treasurer will maintain a list of the financial institutions and brokers/dealers authorized to provide investment and depository services and will perform an annual review of the financial condition and registrations of qualified bidders and require annual audited financial statements to be on file for each company. The City will utilize Moody's Securities or other such services to determine financially sound institutions with which to do business. The City shall annually send a copy of the current Investment Policy to all financial institutions and brokers/dealers approved to do business with the City.

As far as possible, all money belonging to, or in the custody of, a local agency, including money paid to the City's Director of Finance/Treasurer or other official to pay the principal, interest, or penalties of bonds, shall be deposited for safekeeping in state or national banks, savings associations, federal associations, credit unions, or federally insured industrial loan companies in this state selected by the City's Director of Finance/Treasurer; or may be invested in the investments set forth in Section 9.0. To be eligible to receive local agency money, a bank, savings association, federal association, or federally insured industrial loan company shall have received an overall rating of not less than "satisfactory" in its most recent evaluation by the appropriate federal financial supervisory agency of its record of meeting the credit needs of California's communities, including low- and moderate-income neighborhoods.

To provide for the optimum yield in the investment of City funds, the City's investment procedures shall encourage competitive bidding on transactions from approved brokers/dealers. In order to be approved by the City, the dealer must meet the following criteria: (i) the dealer must be a "primary" dealer or regional dealer that qualifies under Securities and Exchange Commission Rule 15C3-1 (Uniform Net Capital Rule); (ii) the dealer's institution must have an office in California; (iii) the dealer

must be experienced in institutional trading practices and familiar with the California Government Code as related to investments appropriate for the City; and (iv) all other applicable criteria, as may be established in the investment procedures. All brokers/dealers and financial institutions who desire to become qualified bidders for investment transactions must submit a "Broker/Dealer Application" and related documents relative to eligibility including a current audited annual financial statement, U4 form for the broker, proof of state registration, proof of National Association of Securities Dealers certification and a certification of having read and understood the City's Investment Policy and agreeing to comply with the Investment Policy. The City's Director of Finance/Treasurer shall determine if they are adequately capitalized (i.e. minimum capital requirements of \$10,000,000 and five years of operation).

#### **9.0 Authorized & Suitable Investments:**

The City is authorized by California Government Code Section 53600, *et. seq.*, to invest in specific types of securities. Investments not specifically listed below are deemed inappropriate and prohibited:

- A. BANKERS' ACCEPTANCES, maximum 25% of portfolio (up to 40% with Council approval). Maximum term 180 days. Banks must have a short term rating of at least A1/P1 and a long-term rating of A or higher as provided by Moody's Investors Service or Standard and Poor's Corp. No more than 30% of the agency's money may be invested in the bankers' acceptances of any one commercial bank pursuant to this section.
- B. NEGOTIABLE CERTIFICATES OF DEPOSIT, These are issued by commercial banks and thrift institutions against funds deposited for specified periods of time and earn specified or variable rates of interest. Negotiable certificates of deposit (NCD) differ from other certificates of deposit by their liquidity. NCD's are traded actively in secondary markets. In compliance with California Code 53601.8, all FDIC insured CD's, whether directly placed or placed through a private sector entity, will be classified as a Negotiable Certificate of Deposit.
  - a. Maximum Maturity
    - i. The maximum maturity of a NCD issue shall be 5 years.
    - ii. The maximum maturity of any FDIC insured CD's, whether directly placed or placed through a private sector entity, shall be 13 months.
  - b. Maximum Exposure of Portfolio - The maximum exposure to the Portfolio for this category shall be 30%.
  - c. Maximum Exposure Per Issue - The maximum exposure to a single issue shall be

2.5% of the Portfolio value.

d. Maximum Exposure Per Issuer - The maximum exposure to a single issuer shall be 5% of the Portfolio value.

e. Minimum Credit Requirement

i. All NCD must have the following investment grade from one of these rating firms. If unrated by Standard & Poor's, security would need to be authorized by Standard & Poor's with a shadow rating prior to purchase.

a. Standard & Poor's - A-1 or A (long-term when applicable)

b. Moody's - P-1 or A (long-term when applicable)

c. Fitch - F-1 or A (long-term when applicable) (For NCD's 1 year or less, use short-term rating) (For NCD's over 1 year, use long-term rating)

ii. There is no minimum credit requirement for FDIC insured CD's, whether directly placed or placed through a private sector entity.

C. COMMERCIAL PAPER, maximum 25% of portfolio. Maximum term 270 days. Commercial paper of prime quality of the highest ranking or of the highest letter and number rating as provided for by Moody's Investor Services, Standard & Poor's and Fitch Financial Services. The issuing corporation must be organized and operating within the United States, with total assets in excess of \$500 million and shall issue debt, other than commercial paper, that is rated "A" or higher by Moody's, S&P and Fitch. Split ratings (i.e. A2/PI) are not allowable. No more than 10% of the outstanding commercial paper of any single corporate issue may be purchased.

D. BONDS ISSUED BY THE CITY OR ANY LOCAL AGENCY WITHIN THE STATE OF CALIFORNIA.

Bonds must have an "A" rating or better from a nationally recognized authority on ratings.

E. OBLIGATIONS OF THE UNITED STATES TREASURY

United States Treasury Notes, bonds, bills or certificates of indebtedness, or those for which the faith and credit of the United States are pledged for the payment of principal and interest. There is no limit on the percentage of the portfolio that can be invested in this category.

F. FEDERAL AGENCIES

Debt instruments issued by agencies of the Federal government. Though not general obligations of the U.S. Treasury, such securities are sponsored by the government or related to the government and, therefore, have high safety ratings. The following are authorized Federal



Intermediate Credit Bank (FICB), Federal Land Bank (FLB), Federal Home Loan Bank (FHLB), Federal National Mortgage Association (FNMA), Federal Home Loan Mortgage Corporation (FHLMC), Government National Mortgage Association (GNMA), Tennessee Valley Authorities (TVA), Student Loan Association Notes (SLMA) and Small Business Administration (SBA). There is no limit on the percentage of the portfolio that can be invested in this category.

G. REPURCHASE AGREEMENT, maximum term 3 months.

Investments in repurchase agreements may be made, on any investment authorized in this section, when the term of the agreement does not exceed 3 months. A Master Repurchase Agreement must be signed with the bank or broker/dealer who is selling the securities to the City.

H. REVERSE-REPURCHASE AGREEMENTS (Requires Council approval for each transaction)

Reverse repurchase agreements or securities lending agreements may be utilized only when all of the following conditions are met:

- a) The security to be sold on reverse repurchase agreement or securities lending agreement has been owned and fully paid for by the local agency for a minimum of 30 days prior to sale.
- b) The total of all reverse repurchase agreements and securities lending agreements on investments owned by the local agency does not exceed 20% of the base value of the portfolio.
- c) The agreement does not exceed a term of 92 days, unless the agreement includes a written codicil guaranteeing a minimum earning or spread for the entire period between the sale of a security using a reverse repurchase agreement or securities lending agreement and the final maturity date of the same security.
- d) Funds obtained or funds within the pool of an equivalent amount to that obtained from selling a security to a counter party by way of a reverse repurchase agreement or securities lending agreement, shall not be used to purchase another security with a maturity longer than 92 days from the initial settlement date of the reverse repurchase agreement or securities lending agreement, unless the reverse repurchase agreement or securities lending agreement includes a written codicil guaranteeing a minimum earning or spread for the entire period between the sale of a security using a reverse repurchase agreement or securities lending agreement and the final maturity date of the same security. Investments in reverse repurchase agreements, securities lending agreements, or similar investments in which the local

agency sells securities prior to purchase with a simultaneous agreement to repurchase the security shall only be made with primary dealers of the Federal Reserve Bank of New York or with a nationally or state-chartered bank that has or has had a significant banking relationship with a local agency.

e) For purposes of this chapter, "significant banking relationship" means any of the following activities of a bank:

- i. Involvement in the creation, sale, purchase, or retirement of a local agency's bonds, warrants, notes, or other evidence of indebtedness.
- ii. Financing of a local agency's activities.
- iii. Acceptance of a local agency's securities or funds as deposits.

I. MEDIUM-TERM CORPORATE NOTES, maximum 20% of portfolio (30% with Council approval), with a maximum remaining maturity of five years or less. Notes eligible for investment shall be "A" rated or its equivalent or better as determined by a nationally recognized rating service.

J. TIME DEPOSITS-CERTIFICATES OF DEPOSIT (non-negotiable certificates of deposit.) Maximum of 3 years. Deposits must be made with banks or savings & loan that have a short term rating of A1/P1 or a long term rating of at least a single A from a generally recognized authority on ratings.

K. OBLIGATIONS OF THE STATE OF CALIFORNIA

Obligations must be "A" rated or better from a nationally recognized authority on ratings.

L. MONEY MARKET FUNDS, maximum 15% of portfolio. (Requires Council approval for each transaction)

No more than 10% of the agency's surplus funds may be invested in shares of beneficial interest of any one Money Market fund. Local agencies may invest in "shares of beneficial interest" issued by diversified management companies which invest only in direct obligations in U.S. Treasury bills, notes and bonds, and repurchase agreements with a weighted average of 60 days or less. They must have the highest rating from two national rating agencies, must maintain a daily principal per share value of \$1.00 per share and distribute interest monthly, and must have a minimum of \$500 million in assets under management. The purchase price of the shares may not include commission.

#### **M. THE LOCAL AGENCY INVESTMENT FUND (LAIF)**

LAIF is a special fund of the California State Treasury through which any local government may pool investments. The City may invest up to \$40 million in this fund. Currently, the City has established two (2) agency funds through which the Director of Finance/Treasurer may invest the unexpended cash for all funds: The City of Chula Vista City Fund, and the Chula Vista Redevelopment Agency Fund. Investments in LAIF are highly liquid and may be converted to cash within 24 hours.

#### **N. INVESTMENT TRUST OF CALIFORNIA (CALTRUST)**

The City may invest in shares of beneficial interest issued by the Investment Trust of California (CalTRUST), a local government investment pool established by local entities as a joint powers authority pursuant to California Government Code Sections 6509.7 and 53601(p), provided:

- CalTRUST investments are limited to the securities and obligations authorized for local agency investment pursuant to Subdivisions (a) to (n), inclusive, of California Government Code Section 53601; and
- CalTRUST shall have retained an investment adviser that:
  - Is registered or exempt from registration with the Securities and Exchange Commission;
  - Has not less than five years experience investing in the securities and obligations authorized for local agency investment pursuant to subdivisions (a) to (n), inclusive, of California Government Code Section 53601; and
- Has assets under management in excess of five hundred million dollars (\$500,000,000).

#### **9.1 Investment Pools:**

The City's Director of Finance/Treasurer or designee shall be required to investigate all local government investment pools and money market mutual funds prior to investing and performing at least a quarterly review thereafter while the City is invested in the pool or the money market fund. LAIF is authorized under provisions in Section 16429.1 of the California Government Code as an allowable investment for local agencies even though some of the individual investments of the pool are not allowed as a direct investment by a local agency.

#### **10.0 Portfolio Adjustments:**

Should any investment listed in section 9.0 exceed a percentage-of-portfolio limitation due to an incident such as fluctuation in portfolio size, the affected securities may be held to maturity to avoid losses. When no loss is indicated, the Director of Finance/Treasurer shall consider reconstructing

the portfolio basing his or her decision on the expected length of time the portfolio will be unbalanced. If this occurs, the City Council shall be notified.

#### **11.0 Collateralization:**

Under provisions of the California Government Code, California banks, and savings and loan associations are required to secure the City's deposits by pledging government securities with a value of 110 % of principal and accrued interest. California law also allows financial institutions to secure City deposits by pledging first trust deed mortgage notes having a value of 150% of the City's total deposits. Collateral will always be held by an independent third party. A clearly marked evidence of ownership (safekeeping receipt) must be supplied to the City and retained. The market value of securities that underlay a repurchase agreement shall be valued at 102% or greater of the funds borrowed against those securities and the value shall be adjusted no less than quarterly. Since the market value of the underlying securities is subject to daily market fluctuations, the investments in repurchase agreements shall be in compliance if the value of the underlying securities is brought back up to 102% no later than the next business day. The Director of Finance/Treasurer, at his or her discretion, may waive the collateral requirement for deposits that are fully insured up to \$100,000 by the Federal Deposit Insurance Corporation. The right of collateral substitution is granted.

#### **12.0 Safekeeping and Custody:**

All City investments shall identify the City of Chula Vista as the registered owner, and all interest and principal payments and withdrawals shall indicate the City of Chula Vista as the payee. All securities shall be safe kept with the City itself or with a qualified financial institution, contracted by the City as a third party. All agreements and statements will be subject to review annually by external auditors in conjunction with their audit. In the event that the City has a financial institution hold the securities, a separate custodial agreement shall be required. All securities shall be acquired by the safekeeping institution on a "Delivery-Vs-Payment" (DVP) basis. For Repurchase Agreements, the purchase may be delivered by book entry, physical delivery or by third-party custodial agreement consistent with the Government Code. The transfer of securities to the counter party bank's customer book entry account may be used for book entry delivery.

#### **13.0 Diversification:**

The City's investment portfolio will be diversified to avoid incurring unreasonable and avoidable risks associated with concentrating investments in specific security types, maturity segment, or in individual financial institutions. With the exception of U.S. Treasury securities and authorized pools,

no more than 60% of the total investment portfolio will be invested in a single security type or with a single financial institution. In addition, no more than 10% of the investment portfolio shall be in securities of any one issuer except for U.S. Treasuries and U.S. Government Agency issues.

- A. Credit risk, defined as the risk of loss due to failure of the insurer of a security, shall be mitigated by investing in those securities with an "A" or above rating and approved in the Investment Policy and by diversifying the investment portfolio so that the failure of anyone issuer would not unduly harm the City's cash flow.
- B. Market risk, defined as the risk of market value fluctuations due to overall changes in the general level of interest rates, shall be mitigated by structuring the portfolio so that securities mature at the same time that major cash outflows occur, thus eliminating the need to sell securities prior to their maturity. It is explicitly recognized herein, however, that in a diversified portfolio, occasional measured losses are inevitable and must be considered within the context of overall investment return. The City's investment portfolio will remain sufficiently liquid to enable the City to meet all operating requirements which might be reasonably anticipated.

#### **14.0 Maximum Maturities:**

To the extent possible, the City will attempt to match its investments with anticipated cash flow requirements. Unless matched to a specific cash flow, the City will not directly invest in securities maturing more than five (5) years from the date of purchase, unless, the legislative body has granted express authority to make that investment either specifically, or as a part of an investment program approved by the City Council.

#### **15.0 Internal Control:**

The Director of Finance/Treasurer shall establish a system of internal controls designed to prevent loss of public funds due to fraud, employee error, misrepresentation by third parties, or unanticipated market changes. No investment personnel may engage in an investment transaction except as provided for under the terms of this Investment Policy and the procedure established by the Director of Finance/Treasurer.

The external auditors shall annually review the investments with respect to the Investment Policy. This review will provide internal control by assuring compliance with policies and procedures for the investments that are selected for testing. Additionally, account reconciliation and verification of general ledger balances relating to the purchasing or maturing of investments and allocation of investments to fund balances shall be performed by the Finance Department and approved by the

Director of Finance/Treasurer. To provide further protection of City funds, written procedures prohibit the wiring of any City funds without the authorization of at least two of the following four designated City staff:

1. Director of Finance/Treasurer
2. Assistant Director of Finance
3. Treasury Manager
4. Fiscal Operations Manager

#### **16.0 Performance Standards:**

This Investment Policy shall be reviewed at least annually by the Director of Finance/Treasurer to ensure its consistency with the overall objective of preservation of principal, liquidity, and return, and its relevance to current law and financial and economic trends. All financial assets of all other funds shall be administered in accordance with the provisions of this Investment Policy.

The monies entrusted to the Director of Finance/Treasurer will be held in a passively managed ("hold to maturity") portfolio. However, the Director of Finance/Treasurer will use best efforts to observe, review, and react to changing conditions that affect the portfolio, and to do so in a manner that is consistent with this Investment Policy.

#### **16.1 Market Yield (Benchmark):**

The investment portfolio shall be managed to attain a market-average rate of return throughout budgetary and economic cycles, taking into account the City's investment risk constraints and cash flow. Investment return becomes a consideration only after the basic requirements of investment safety and liquidity have been met. Because the investment portfolio is designed to operate on a 'hold-to-maturity' premise (or passive investment style) and because of the safety, liquidity, and yield priorities, the performance benchmark that will be used to determine whether market yields are being achieved shall be the average of the monthly LAIF rate and the 12-month rolling average 2 - Year Constant Maturity Treasury (CMT) rate. While the City will not make investments for the purpose of trading or speculation as the dominant criterion, the Director of Finance/Treasurer shall seek to enhance total portfolio return by means of ongoing portfolio and cash management. The prohibition of highly speculative investments precludes pursuit of gain or profit through unusual risk and precludes investments primarily directed at gains or profits from conjectural fluctuations in market prices. The Director of Finance/Treasurer will not directly pursue any investments that are leveraged or deemed derivative in nature. However, as long as the original investments can be justified by their ordinary earning power, trading in response to changes in market value can be

used as part of on-going portfolio management.

#### **17.0 Reporting:**

The Director of Finance/Treasurer shall submit a quarterly investment report to the City Council and City Manager following the end of each quarter. This report will include the following elements:

- Type of investment
- Institutional Issuer
- Purchase Date
- Date of maturity
- Amount of deposit or cost of the investment
- Face value of the investment
- Current market value of securities and source of valuation
- Rate of interest
- Interest earnings
- Statement relating the report to its compliance with the Statement of Investment Policy or the manner in which the portfolio is not in compliance
- Statement on availability of funds to meet the next six month's obligations
- Monthly and Year-to-date Budget Amounts for Interest Income
- Percentage of Portfolio by Investment Type
- Days to Maturity for all Investments
- Comparative report on Monthly Investment Balances & Interest Yields
- Monthly transactions

This quarterly investment report shall be an information item for the City Council and City Manager. In addition, a commentary on capital markets and economic conditions may be included with the report.

#### **18.0 Investment Policy Adoption:**

By virtue of a resolution of the City Council of the City of Chula Vista, the Council shall acknowledge the receipt and filing of this annual statement of Investment Policy for the respective fiscal year.





## DEBT ADMINISTRATION

Based on the audited financial statements for the year ended June 30, 2009, the City and the Redevelopment Agency (Agency) had borrowed funds through several long-term debt issues and had other obligations to be funded over a period of time longer than one year, which can be categorized as follows:

<b>Description</b>	<b>Amount Outstanding</b>
Tax Allocation Bonds	\$45,830,000
Pension Obligation Bonds	7,000,000
Certificates of Participation	130,580,000
Bond Premium	29,531
Bond Discount	(992,091)
Capital Leases	1,859,595
Notes/Loans Payable	2,076,023
CDBG Section 108 Loan	9,500,000
Miscellaneous Claims Payable	17,869,948
Compensated Absences (Employee Leave)	<u>6,262,953</u>
Subtotal	\$220,015,959
Advances from other Funds	55,565,256
<b>Total Long Term Debt</b>	<b><u>\$275,581,215</u></b>

The Long-Term Debt total reflects an increase of \$7.1 million when compared to the June 2008 amount. The increase is due primarily to an inter-fund loan from the Transportation Development Impact Fee Fund to the Public Facilities Development Impact Fee Fund in the amount of \$5.4 million. The Redevelopment Agency issued a 2008 Tax Allocation Refunding Bond during fiscal year 2008-09 to refund the 2000 Tax Allocation Bonds.

#### Tax Allocation Bonds (\$45.8 million)

Tax Allocation Bonds (TABS) are issued by the Agency and utilize tax increment revenue for debt service. The 2006 Senior TABS, Series A and 2006 Subordinate TABS, Series B were issued to refund the 1994 TABS Series A, C and D that were issued to refund prior obligations of the Bayfront and Town Center 1 project areas. In July 2008 the Agency issued the 2008 Tax allocation Refunding Bonds to refund the 2000 TABS that were issued by the Southwest, Otay Valley and Town Center 2 project areas to finance certain redevelopment activities in those areas.

#### Pension Obligation Bonds (\$7.0 million)

The Pension Obligation Bonds represent money borrowed in 1994 to allow the City to pay down the liability to the Public Employees' Retirement System that had accumulated over many years, and for which the City was being charged a higher interest rate than was obtained by this borrowing.

#### Certificates of Participation (\$130.6 million)

As of June 30, 2009, the City currently has five outstanding Certificates of Participation. The Chula Vista Public Financing Authority (Authority) issued the 2000 COP to finance improvements to the City's 800-megahertz emergency communications system and the City's Corporation yard. The 2002 COP was issued to finance the cost of constructing the City's Police Facility. In May 2003, the Authority issued the 2003 Refunding COP to defease the 1993 Refunding COP and the 1993 COP and reimburse the City for amounts it has advanced to prepay an equipment lease. The 2004 COP was issued to finance the Phase 1 reconstruction, renovation and equipping of the City's Civic Center Complex. In March 2006, the Authority issued the 2006 COP to finance the Phase 2 construction and equipping of certain improvements to the Civic Center Complex of the City and other existing City Facilities.

#### Bond Premium (\$29,531)

This is the premium on the issuance of the 2004 COP Civic Center Phase 1. Original amount was \$35,324. This amount is amortized over 30 years.

#### Bond Discount (-\$992,091)

This is the discount on the issuance of the 2006 Refunding TABS. Original amount was \$505,884. This amount is amortized over 20 years. This is the discount on the issuance of the 2008 Refunding TABS. Original amount was \$579,161. This amount is amortized over 20 years.

#### Capital Leases (\$1.9 million)

The Capital Leases represent three long-term lease-purchase obligations for the San Diego County Regionalized Communications System and for replacement of the library's computerized catalog and circulation system and the 5-year lease purchase agreement for medical resuscitation equipment for use by the fire Department.

#### Notes/Loans Payable (\$2.1 million)

The Agency participated in a Loan Agreement with the California Statewide Communities Development Authority to finance the 2005 and 2006 share of the Educational Revenue Augmentation Fund (ERAF) payments to the County Auditor (\$765,000 and \$930,000 respectively). In January 1994, the City entered into a note payable with a private party in order to purchase certain land for the ultimate purpose of constructing a three-level parking structure. In September 2007, the City Council authorized the City's participation in the California Energy Commission and San Diego Gas and Electric On-Bill Financing program. The loans were to bridge the financial gap between energy conservation project capital costs and available rebates for energy conservation equipment. The original loan amount was \$665,884.

#### CDBG Section 108 Loan (\$9.5 million)

The City entered into a contract for Loan Guarantee Assistance with the U.S. Department of Housing and Urban Development (HUD) as part of the Section 108 Loan Program in the amount of \$9,500,000 in June 2008. The Section 108 Loan is an "advance" of future CDBG entitlement funds and as such is repaid with a portion of the City's annual entitlement. Proceeds of the loan will be used to fund multiple capital improvement projects. Debt service payments will be made with future CDBG entitlements for the next 20 years.

#### Miscellaneous Loans Payable (\$17.9 million)

The Miscellaneous Claims Payable represents the probable amount of loss as estimated by legal counsel and risk management staff due to worker's compensation and general liability claims filed against the City.

#### Compensated Absences (\$6.3 million)

The obligation for Compensated Absences represents the current dollar value of accumulated leave balances, primarily vacation leave, for employees that would have to be paid off if all employees terminated for whatever reason as of June 30, 2009.

#### Advances From Other Funds (\$55.6 million)

Advances from Other Funds include obligations related to the Agency. The balance includes \$4.5 million of funds loaned from the Bayfront/Town Center 1 Project Area to various Capital Project Funds. In addition, the Agency has entered into various loans and obligations covered under reimbursement agreements with the City totaling \$26.3 million for certain lease payments and \$4.5 million for operating purposes. These obligations have been incurred to support various redevelopment activities throughout the City.

The Trunk Sewer Fund has advanced to the Salt Creek DIF \$13.3 million for major sewer projects needed to support continued growth. The Corporation Yard Relocation fund advanced \$0.9 million to the General Fund for the Animal Shelter expansion.

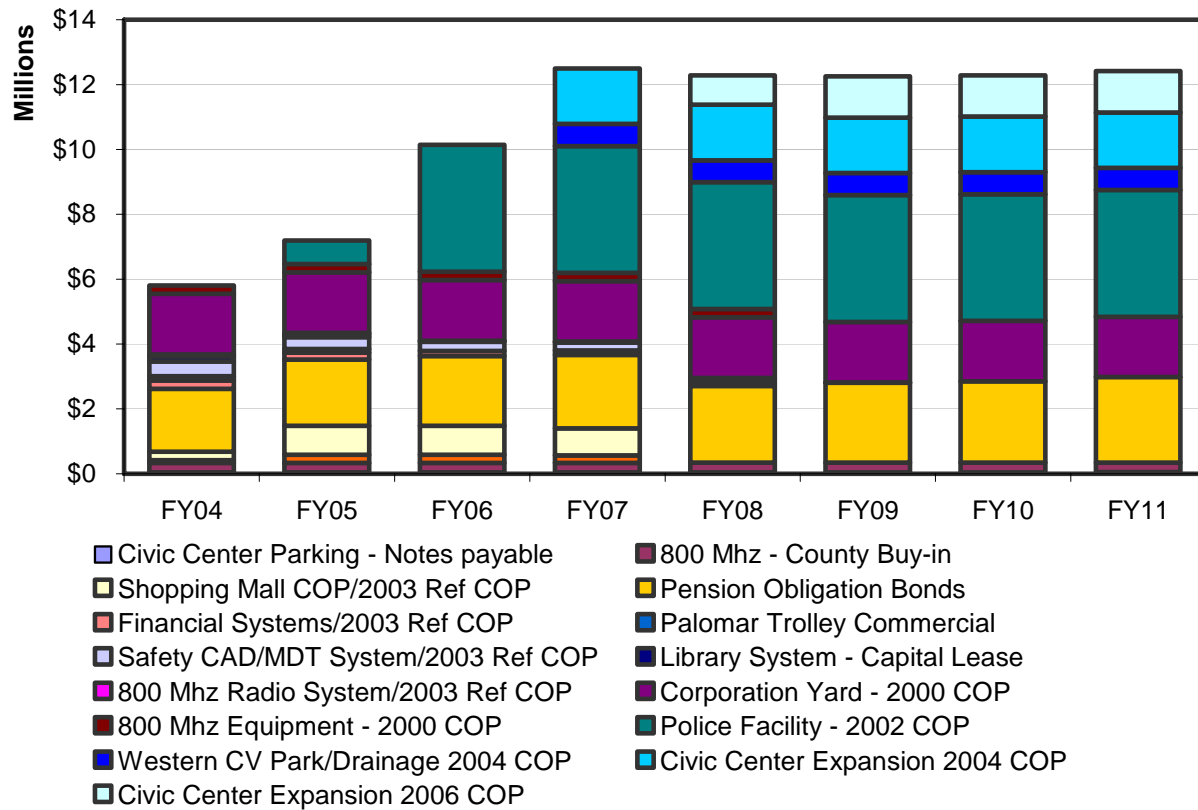
During FY 2008-09, the City Council authorized loans from the City's General Fund to the Agency (\$1.0 million) and the Public Facilities Development Impact Fee Fund (PFDIF) (\$1.6 million); the Transportation Development Impact Fee Fund (TDIF) was authorized to loan funds to the PFDIF (\$5.4 million) and Western TDIF (\$180,528)

#### General Fund Long-Term Debt for Fiscal Year 2010-11

The General Fund's annual debt service "commitment" in fiscal year 2009-10 is approximately \$11.7 million, or approximately 8.7% of the General Fund operating budget. However, it must be noted that although this amount is truly a General Fund commitment, only \$6.2 million will actually be paid from General Fund resources, with the remaining \$5.5 million paid from development impact fees, residential construction tax and various other funding sources. The \$6.2 million represents approximately 4.6% of the General Fund operating budget, which would be considered more of an average debt burden for a local governmental entity.

## Annual Debt Service Obligation of the General Fund

Fiscal Years 2003-04 through 2010-11





## GANN APPROPRIATIONS LIMIT

Article XIII B of the California Constitution, approved by the voters in 1979, imposed the concept of spending limits on local governments. This Constitutional provision and related implementing legislation specifies that annual increases in appropriations financed from "Proceeds of Taxes" are limited to a base year (1978-79) amount increased annually by an inflation factor comprised of the change in population of the City combined with the greater of the change in new non-residential construction or the change in the California per capita personal income. By definition, "Proceeds of Taxes" includes such revenues as property taxes, sales and use taxes, utility users taxes, transient occupancy taxes, and state subventions. Revenues from other sources like fees/charges and federal grants are considered "Non-Proceeds of Taxes" and are not subject to the annual spending limit. This calculation has always been perfunctory for the City of Chula Vista, since the proceeds of taxes for the City are far less than the statutory appropriation limit.

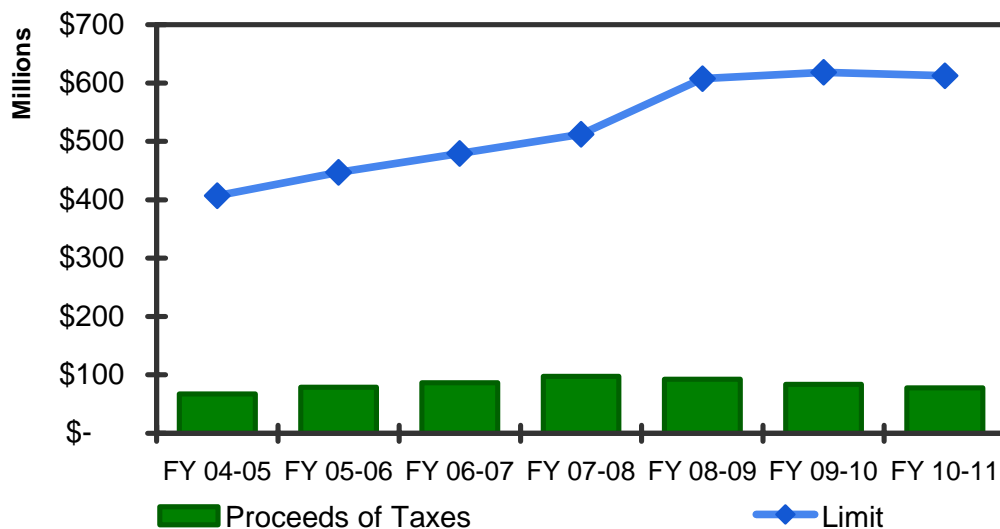
The State Department of Finance and the San Diego County Assessor's Office are charged with providing the data necessary for local jurisdictions to establish their appropriation limit. According to these sources, for purposes of the fiscal year 2010-2011 calculation, the population increased 1.56% and California per capita personal income decreased by -2.54%. New non-residential construction decreased by -2.49% consequently new non-residential construction was used in the formula to compute the limit since this decrease was less than the decrease in California per capita personal income.

The fiscal year 2010-11 Appropriation Limit has been calculated as follows:

Fiscal Year 2009-10 Appropriation Limit	\$618,401,675
Increased by an inflation factor composed of the increases in population and new non- residential	<u>X 0.9903</u>
<b>Fiscal Year 2010-11 Appropriations Limit</b>	<b><u>\$612,426,486</u></b>

The "Proceeds of Taxes" as included in the fiscal year 2010-11 Proposed Budget that are subject to the appropriations limit are estimated to be \$77,583,665 (see attachment). Therefore the City has what is referred to as an appropriation "gap" of \$534,842,821 (\$612,426,486 - \$77,583,665). Simply stated, this means that the City could collect and spend up to \$534,842,821 more in taxes during Fiscal Year 2010-2011 without exceeding the Constitutional limit.

#### Proceeds of Taxes Compared to Legal Spending Limit





## LEGAL DEBT MARGIN

Under State law, the City has a legal debt limitation not to exceed 15% of the total assessed valuation of taxable property within City boundaries. As of June 30, 2009 the City's legal debt limit is \$923,877,341. In accordance with California Government Code Section 43605, only the City's general obligation bonds are subject to this limit. As the City of Chula Vista currently has no General Obligation Bonds outstanding it is not at risk of exceeding the legal limit. The table below summarizes the City's debt limit margin.

### Computation of Debt Limit Margin Fiscal Years Ended 2007 through 2009

	June 30, 2007	June 30, 2008	June 30, 2009
Total Assessed Valuation	\$ 21,340,592,935	\$ 24,358,502,560	\$ 24,823,395,749
Conversion Percentage	25%	25%	25%
Adjusted Assessed Valuation	\$ 5,335,148,234	\$ 6,089,625,640	\$ 6,205,848,937
Debt Limitation Percentage	15%	15%	15%
Debt Limit	\$ 800,272,235	\$ 913,443,846	\$ 930,877,341
Total Debt Applicable to Limit:			
Pension Obligation Bonds	\$ 10,415,000	\$ 8,820,000	\$ 7,000,000
Legal Debt Margin	\$ 789,857,235	\$ 904,623,846	\$ 923,877,341

The Government Code of the State of California provides for a legal debt limit of 15% of gross assessed valuation. However, this provision was enacted when assessed valuation was based upon 25% of market value. Effective with the 1981-82 fiscal year, each parcel is now assessed at 100% of market value (as of the most recent change in ownership for that parcel). The computations shown above reflect a conversion of assessed valuation data for each fiscal year from the current full valuation perspective to the 25% level that was in effect at the time that the legal debt margin was enacted by the State of California for local governments located within the State.



# ACCOUNTING SYSTEMS AND BUDGETARY CONTROL

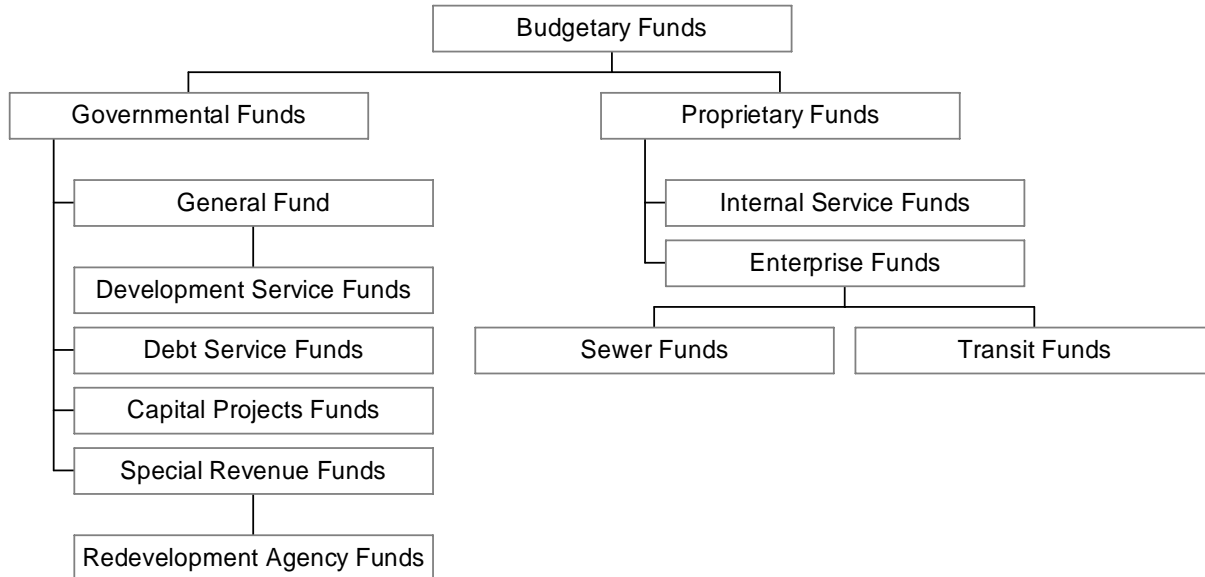
The City of Chula Vista's budget provides an overview of the fiscal and operational status of the City; highlighting policy issues, decisions and proposed changes in service levels. The budget is comprised of a series of funds used to account for revenues and expenditures. These funds are generally classified as governmental or proprietary funds.

Governmental funds include activities associated with the operations of the City such as the provision of library, recreation, development and public safety services. Special revenue funds, capital project funds, debt service funds and the City's general fund are different categories of governmental funds.

Proprietary funds are used to account for activities often found in the private sector including enterprise funds and internal service funds. Operation of the City's transit and sewer systems are accounted for as enterprise funds. Examples of functions accounted for by internal service funds include fleet management and worker's compensation.

The budget document is organized around the following major funds – General Fund, Development Services Funds, Redevelopment Agency Funds, Sewer Funds, Transit Funds, Fleet Service Funds, Capital Projects Funds, Debt Service Funds and Other Funds. Details about each of these funds can be found in the corresponding sections of the document.

### City of Chula Vista Fund Structure



Each fund is considered an autonomous accounting entity. Funds are used to separate the various financial activities of the City and to demonstrate compliance with specific regulations, restrictions or limitations. This may include demonstrating that restricted revenues are spent only for allowed purposes.

The City's accounting records and budget are prepared and maintained using a modified accrual basis of accounting, which follows the accounting practices for governmental units as recommended by the Governmental Accounting Standards Board. Basic City operations are accounted for in the City's General Fund, with other activities accounted for in separate funds as required by law or determined by management discretion. Generally, revenues are recorded when measurable and available, and liabilities are recorded when incurred.

In administering the City's accounting systems, primary consideration is given to the adequacy of internal accounting controls, which include an array of administrative procedures. These controls are designed to provide reasonable, but not absolute, assurance regarding the safeguarding of assets against loss from unauthorized use or disposition, as well as the reliability of financial records for accurate and fair presentation of financial reports. The concept of reasonable assurance recognizes that the cost of specific controls should not exceed the benefits likely to be derived from exercising the controls, and that this evaluation necessarily involves estimates and

judgments by management. It is believed that the City's internal accounting controls adequately safeguard City assets and provide reasonable assurance of proper recording of financial transactions.

The City Charter charges the Director of Finance with the responsibility to supervise and be responsible for the disbursement of all monies and have control over all expenditures to insure that budget appropriations are not exceeded. The level of budgetary control, that is the level at which expenditures are not to exceed Council approved appropriations, is established at the department and expenditure category level (e.g., personnel services, supplies and services, capital). Within the personnel services expenditure category, the budgets for hourly personnel and overtime expenditures are also not to be exceeded.

Any budget modification that would result in an appropriation increase requires City Council approval. The City Manager and Finance Director are jointly authorized to transfer up to \$15,000 of appropriations between expenditure categories within a departmental budget. Any appropriations transfers between departments require City Council approval.

An encumbrance (commitment) accounting system is utilized as a technique to enhance budgetary control during the year. Appropriations encumbered (committed) at year-end may be carried forward with City Manager approval and are available to be used for those commitments during the subsequent year. Unspent and unencumbered appropriations lapse at year-end and become generally available for re-appropriation the following year.



## LIST OF ACRONYMS

ADA – American with Disabilities Act

ALS – Advanced Life Support

ASSE – American Society of Safety Engineers

BLS – Basic Life Support

BPS – Building Project Supervisor

BCT – Bayfront Conservancy Trust

BPM – Building Project Manager

BRT – Business Response Team

CAD – Computer Aided Dispatch

CAFR – Comprehensive Annual Financial Report

CalPERS – California Public Employees Retirement System

CAST – Citizens Adversity Support Team

CBAG – California Border Alliance Group

CDBG – Community Development Block Grant

CDFG – California Department of Fish and Game

CEO – Chief Executive Officer

CES – Conservation and Environmental Services

CHIP – Community Housing Improvement Program

CIP – Capital Improvement Plan/Project/Program

CLSA – California Library Services Act

CMP – Corrugated Metal Pipe

CPI – Consumer Price Index

CSO – Community Service Officer

CSR – Customer Service Representative

CVRC – Chula Vista Redevelopment Corporation

CVT – Chula Vista Transit

DASH – Dynamic After School Hours

DDA – Disposition and Development Agreement

DIF – Development Impact Fee

EDC – Economic Development Commission

EDS – Economic Development Strategy

EMS – Emergency Medical Services

ENA – Exclusive Negotiating Agreements

EOC – Emergency Operation Center

ERA – Economic Research Associates

ERAF – Educational Revenue Augmentation Fund

FPPC – Fair Political Practices

FOG – Fats, Oils and Grease

FTA – Federal Transit Administration

FTE – Full-Time Equivalent

FY – Fiscal Year

GAAP – Generally Accepted Accounting Principles

GASB – Governmental Accounting Standards Board

GFOA – Government Finance Officers of America

GIS – Geographic Information System



GMOC – Growth Management Oversight Committee

HAZCOM – Hazardous Communications

HOA – Home Owners Association

HR – Human Resources

HUD – Housing and Urban Development

HVAC – Heating\Ventilation\Air Conditioning

IFAS – Integrated Fund Accounting System

IIPP – Injury Illness Prevention Program

IMA – Infrastructure Modules Applications

ITS – Information Technology Services

JPA – Joint Powers Authority

LAD – Landscape Architecture Division

LAN – Local Area Network

LEAP (Community Development) – Local Employer Assistance Program

LEAP (Library) – Library Educational Afterschool Program

MBPS – Mega Bytes Per Second

MGD – Million Gallons per Day

MHZ – Megahertz

MOU – Memorandum of Understanding

MSCP – Multiple Species Conservation Plan

MTDB – Metropolitan Transit Development Board

MTS – Metropolitan Transit System

NCCP – Natural Community Conservation Plan

NPDES – National Pollution Discharge Elimination System

PSB – Public Services Building

PBID – Property-based Business Improvement District

PDM – Project Design and Management

PFDIF – Public Facilities Development Impact Fees

PLF – Public Library Foundation Act

RCS – Regional Communications System

RCT – Residential Construction Tax

RDA – Redevelopment Agency

RFP – Request for Proposals

RFQ – Request for Qualifications

RVT – Registered Veterinarian Technician

SANDAG – San Diego Association of Governments

SANDPIPA – San Diego Pooled Insurance Policy Association

SBEZ – South Bay Enterprise Zone

SCADA – Supervisory Control and Data Acquisition

SPA – Specific Planning Area

SRO – School Resource Officer

SSMP – Sewer System Management Plan

STRETCH – Safe Time For Recreation, Enrichment And Tutoring

TDA – Transportation Development Act

TDIF – Transportation Development Impact Fee

UCSP – Urban Core Specific Plan

UUT – Utility Users Tax

VLf – Vehicle License Fee

WMS – Work Management System

## GLOSSARY

**Accrual Basis of Accounting** – The accounting basis used by the City by which transactions are recognized when they occur, regardless of the timing of cash receipts and disbursements.

**Accounting System** – The collective set of records and procedures used to record, classify, and report information on the financial status and operations of the City.

**Accounts Payable** – Amounts owed by the City to external entities for goods and services received.

**Accounts Receivable** – Amounts due to the City from external entities for goods and services furnished.

**Adopted Budget** – The title of the budget following its formal adoption by resolution of the City Council.

**Ad Valorem** – In proportion to value, a basis for levy of taxes on property.

**Amended Budget** – The title of the budget version that includes all amendments to the Adopted Budget approved by Council throughout the fiscal year.

**Appropriation** – A legislative act by the City Council authorizing the expenditure of a designated amount of public funds for a specific purpose.

**Audit** – An examination of City records and accounts by an external source to check their validity and accuracy.

**Balanced Budget** – The amount of budgeted expenditures is equal to or less than the amount of budgeted revenues plus other available sources.

**Bond** – A certificate of debt issued by a government or corporation guaranteeing payment of the original investment plus interest by a specified future date.

**Budget** – A spending plan and policy guide comprised of an itemized summary of the City's probable expenditures and revenues for a given fiscal year.

**Calendar Year (CY)** – The 12-month period from January through December.

**Capital Expenditures** – Expenditures related to the acquisition, replacement, or improvement of a section of Chula Vista's infrastructure.

**Capital Improvement Program** – The long-range construction plan designed to foresee and address the City's future need of physical improvements or additions of a fixed or permanent nature (e.g. a new fire station, replacement of a street signal)

**Capital Project** – Any major construction, acquisition, or renovation that increases the useful life of the City's physical assets or adds to their value.

**Capital Project Funds** – Funds that are utilized to account for resources used for the acquisition and construction of capital facilities by the City, with the exception of those assets financed by proprietary funds.

**Community Development Block Grant (CDBG) Funds** – Funds received from the federal government and expenditures as prescribed under the Community Development Grant Program.

**Debt Service Funds**– Funds used for payment of interest and principal to holders of the City's various debt instruments.

**Deferred Maintenance** – A backlog of needed repairs to City facilities including facility maintenance, painting and structural repairs.

**Depreciation** – The expense incurred with the expiration of a capital asset.

**Direct Costs** – Operational expenditures exclusive to a specific service or program.

**Discretionary Revenue** – Revenues that are generated by general or specific taxing authority such as Property or Sales Taxes.

**Encumbrance** – The designation or reserving of funds to buy an item or service.

**Enterprise Funds** – Funds established to account for specific services funded directly by fees and charges to users such as sewer services. These funds are intended to be self-supporting.

**Expenditure** – The actual outlay of monies set aside by appropriation for identified goods and services.

**Fiscal Year (FY)** – The twelve-month period beginning July 1st and ending June 30th of the subsequent calendar year.

**Fixed Assets** – An asset with a useful life greater than three years.

**Fringe Benefits** – This consists of the costs to provide employee benefits that include the flexible benefit program, insurance, and retirement.

**Full-time Equivalent Positions (FTE)** – The conversion of part-time, temporary, or volunteer positions to a decimal equivalent of a full-time position based on an annual amount of 2,080 hours worked.

**Fund** – A set of interrelated accounts to record revenues and expenditures.

**Fund Balance** – The excess of an entity's assets over its liabilities. A negative fund balance is sometimes referred to as a deficit.

**Generally Accepted Accounting Principles** – A uniform set of minimum standards for external financial accounting and reporting.

**Gann Appropriation Limit** – A State of California mandated appropriation limit imposed on local jurisdictions.

**General Fund** – The City's main operating fund that is used to pay for City services.

**General Plan** – The fundamental policy document that guides the City's future growth and development.

**General Revenue** – See Discretionary Revenues.

**Governmental Funds** – Funds that are typically used to account for tax-supported activities. These include the general fund, special revenue funds, debt service funds, and capital project funds.

**Grants** – A contribution by a government or other organization to provide funding for a specific project. Grants can either be classified as capital projects or programmatic, depending on the grant.

**Indirect Cost** – Costs that are essential to the operation of the City but not exclusive to any specific service or program. Indirect costs are primarily associated with support departments such as City Clerk, City Attorney, Administration, Management Information Systems (MIS), Human Resources, and Finance.

**Infrastructure** – Basic physical assets such as buildings, streets, sewers, and parks.

**Interest Expense** – Interest costs paid by Chula Vista on loans and bonds.

**Internal Service Funds** – Funds that are used to finance and account for goods, special activities, and services performed by one City department for other City departments on a cost reimbursement basis.

**Levy** – To impose or collect a tax, special assessments, or charges for the support of City services.

**Liability** – Debt or other legal obligations arising out of past transactions that will be liquidated, renewed, or refunded at some future date.

**Memorandum of Understanding** – A document detailing the outcomes of labor negotiations between the City and its various bargaining units.

**Municipal Code** – A collection of ordinances approved by City Council.

**Operating Budget** – Costs associated with the on-going municipal services.

**Ordinance** – A formal legislative enactment by the City Council.

**Other Expenditures** – All budgeted expenditures that do not fall into one of the three primary expenditure categories: Personnel, Supplies and Services, and Capital.

**Personnel Services Expenditures** – Expenses related to employee compensation including salaries, wages, and benefits.

**Program Revenue** – Revenues generated by a given activity.

**Proposed Budget** – The title of the budget prior to its formal adoption by resolution of the City Council.

**Proprietary Funds** – Funds used to account for a government's business-type activities, which are supported, at least in part, by fees or charges.

**Reserves** – The portion of the General Fund balance set aside for contingencies.

**Resolution** – A special order of the City Council that requires less legal formality than an Ordinance.

**Revenue** – Funds received from various sources to finance expenditures.

**Sewer Funds**– Funds that account for revenues and expenditures related to the City’s sewer programs, including maintenance and expansion of the City’s conveyance system and payment of Metro Sewer treatment costs.

**Special Revenue Funds** – Funds that are used to account for proceeds derived from specific revenues sources, which are legally restricted to expenditures for special purposes. (e.g. Transportation Funds, parking Funds, Public Safety Funds)

**Spending Plan** – A preliminary budget approved by Council contingent upon subsequent adoption of appropriations.

**Supplies and Services Expenditures** – Expenditures for supplies required for the daily operation of the City and for contractual and professional services.

**Transient Occupancy Tax (TOT)** – A tax that is charged on occupants of hotel and motel rooms in the City.

**Yield** – The rate of return earned on an investment based on the price paid.